



City of Los Altos

Proposed
FY 2018 & 2019
Operating Budgets

FY 2018 - 2022
5-Year Capital Improvement
Plan



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A scenic view of a park with a large tree, a blue sky with clouds, and a yellow banner with the text "BUDGET PROCESS".

BUDGET PROCESS

Budget Calendar

Budget Process





BUDGET CALENDAR

DECEMBER

- Finance prepares worksheets, gathers information, and begins development of financial forecast and budgets for following fiscal year including analysis of mid-year operating revenue and expenditures
- Run CIP expenditures and Program Managers to provide updates

JANUARY

- Finance Department prepares Mid-Year Budget Report and CIP update for Council review
- Finance builds preliminary budget information and budget assumptions
- Finance and Program Managers begin discussions regarding Internal Service Funds and Equipment Replacement Fund
- Finance prepares operating budget worksheets for updates, including departmental/program narratives, staffing and financial worksheets, asset and supplemental budget requests.

FEBRUARY

- Finance to prepare budget worksheets for departments, including staffing and internal service program costs
- Departments to prepare draft revenue expenditure workplans and anticipated program updates
- Departments draft prior year accomplishments and goals for upcoming budget cycle
- Project Managers to prepare funding, scope of work, and cost estimates for new CIP proposed projects

MARCH

- Departments turn in proposed budget work plans and supplemental budget requests
- Review proposed budgets with Administrative Services
- Departments and Finance submit changes for Capital Budget
- Project Managers to determine year end CIP project estimates
- City Manager begins to review new proposed CIP projects

APRIL

- Departments to finalize program narratives
- Finance compiles final program narratives, financial and supplemental schedules, and financial budget summaries and charts for City Manager review and discussion
- Project Managers to finalize new project information for CIP submittal
- Public Works Director to bring new projects to Planning Commission meeting for General Plan conformance review and feedback
- Gather feedback from City Commissions on new CIP project requests

MAY

- Final budget briefing with City Manager
- Study Session with City Council for discussion and feedback
- Finance Department to incorporate Council directed changes into proposed budgets and prepare final documents for Public Hearing presentation

JUNE

- City Council revisions incorporated into budget documents
- City Council adoption of Operating Budget(s) and Capital Budget
- City Council adoption of updated User Fee Schedule when applicable
- City Council adoption of Gann Appropriation Limit

JULY - SEPTEMBER

- Finance Department finalizes prior fiscal year revenue and expenditures
- Determine operating budget carryforwards (encumbrances)
- Finalize capital project expenditures and roll-over amounts
- Finalize detail budgets and distribute to City departments
- Prepare final financial and supplemental schedules, charts, and reference materials for budget documents
- Finalize the Adopted Operating & Capital Summary Budget documents
- Post Adopted Operating and Capital Budget document on website
- Submit for Budget Award



BUDGET PROCESS

BUDGET PROCESS OVERVIEW

The City of Los Altos adopts a two year Operating and five-year Capital Plan. The budgets are prepared with detail revenue and expenditure appropriations for the fiscal year beginning July 1st and ending June 30th, and is presented as a summary level budget document. Budget schedules are prepared on the same basis as the City's financial statements, and in accordance with generally accepted accounting principles (GAAP).

BUDGET PURPOSE

The Operating Budget and the Capital Improvement Plan serve as the City's financial plan, as well as a policy document, a communications tool, and an operations guide. Developed with an emphasis on long term financial stewardship, sustainability, service delivery, and program management, a fundamental purpose of these documents is to provide a linkage between the services and projects the City intends to accomplish, and the resources committed to get the work done. The format of the budget facilitates this linkage by clearly identifying program purpose, key projects, and workplan goals, in relation to revenue and expenditures appropriations.

BASIS OF BUDGETING AND ACCOUNTING

Developed on a program basis with fund level authority, the operating budget represents services and functions provided by the City in alignment with the resources allocated during the fiscal year. The Capital Budget is funded and defined by its' approved projects, with ongoing or incomplete projects re-appropriated into the following fiscal year.

Basis of Accounting and Budget refers to the timing factor concept in recognizing transactions. This basis is a key component of the overall financial system because the budget determines the accounting system. For example, if the budget anticipates revenues on a cash basis, the accounting system must record only cash revenues as receipts. If the budget uses an accrual basis, accounting must do likewise. This consistency is also reflected in the City's Comprehensive Annual Financial Report (CAFR), the State Controller's Annual Cities Report, and all other report documents.

Government budgets and accounting uses a mix of accounting methods. A hybrid cash and accrual accounting system known as 'Modified Accrual Basis' recognizes revenues when measurable and available.

The City considers all revenues reported in the governmental funds to be available if the revenues are collected within 45 days after fiscal year-end.

Licenses, property taxes and taxpayer assessed tax revenues (e.g., franchise taxes, sales taxes, and transient occupancy tax) are all considered susceptible to accrual and so are recognized as revenues in the period earned/collected. Revenues from grants and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

Expenditures are recorded when the liability is incurred. Claims, judgments, compensated absences, and principal and interest on general long-term debt are recognized as expenditures to the extent they have matured.

The Modified Accrual Basis is used for governmental types of funds, while the full accrual basis accounting method is used for proprietary funds. Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds.

Under this basis, revenues are estimated for the period if they are susceptible to accrual, e.g. amounts can be determined and will be collected within the current period. Principal and interest on general long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for liabilities expected to be incurred during the current period.

Proprietary fund budgets are adopted using the full accrual basis of accounting whereby revenue budget projections are developed recognizing revenues expected to be earned during the period, and expenditures are developed for expenses anticipated to be incurred in the fiscal year.

While not commonly used in Los Altos, Fiduciary Funds are also budgeted using the modified accrual basis. This includes Trust Funds, which are subject to trust agreement guidelines, and Agency Funds, which are held in a custodial capacity involving only the receipt, temporary investment, and remittance of resources.

SUMMARY OF BUDGET DEVELOPMENT

The City develops its budgets in collaboration with departments and department heads as a team. The City Manager and Administrative Services Director guides the process through budget development; however program budgets and workplans are developed with each department's director and program manager's oversight and expertise. This approach allows for hands-on planning and creates a clear understanding for both management and staff of a program's goals and functions to be accomplished in the next budget year.

THE DEVELOPMENT PROCESS

Typically, both the Operating and Capital Budget and Capital Improvement Plan (CIP) annual development processes begin in late December / early January as the City Manager works with the City Council to develop and refine goals and directives for the upcoming budget year. The CIP is also reviewed during this time to determine funding capabilities, project priorities, and to refine project workplans. Although the CIP Budget is a stand-alone body of work, CIP projects impact the City's ongoing operations and are therefore incorporated into the Operating and Capital Summary Budget document through the resulting financial appropriations and service level requirements.

Budget assumptions, directives and initiatives are provided to set the City's overall objectives and goals. From January through April, staff identifies and analyzes program revenue and expenditure projections in coordination with Finance staff and City management. Capital improvement projects are assessed and refined, and CIP funding and appropriation requirements are finalized.

Through rounds of budget meetings and revisions, operational and capital workplans are reviewed and compiled, and staff finalizes the proposed program and capital budgets. Financial summary information is finalized, and the proposed budget document is produced for City Manager and City

Council review. Finally, a summary level Public Hearing presentation is prepared to highlight the notable budget impacts in the forthcoming year.

BUDGET ADOPTION

The City Council reviews the proposed two-year Operating and five-year Capital Improvement Plan in a public hearing at the Council meeting in late-May as a study session. Notice of the hearing is published prior to the Council's public hearing date.

The public is invited to participate and summaries of the proposed budgets are available for review on the City's website, in the City Manager's office and at the budget hearing. Under requirements established in Section 65401 of the State Government Code, the City's Planning Commission (and other City Commissions) also reviews the proposed Capital Improvement Plan and reports back to the City Council as to the conformity of the plan with the City's Adopted General Plan.

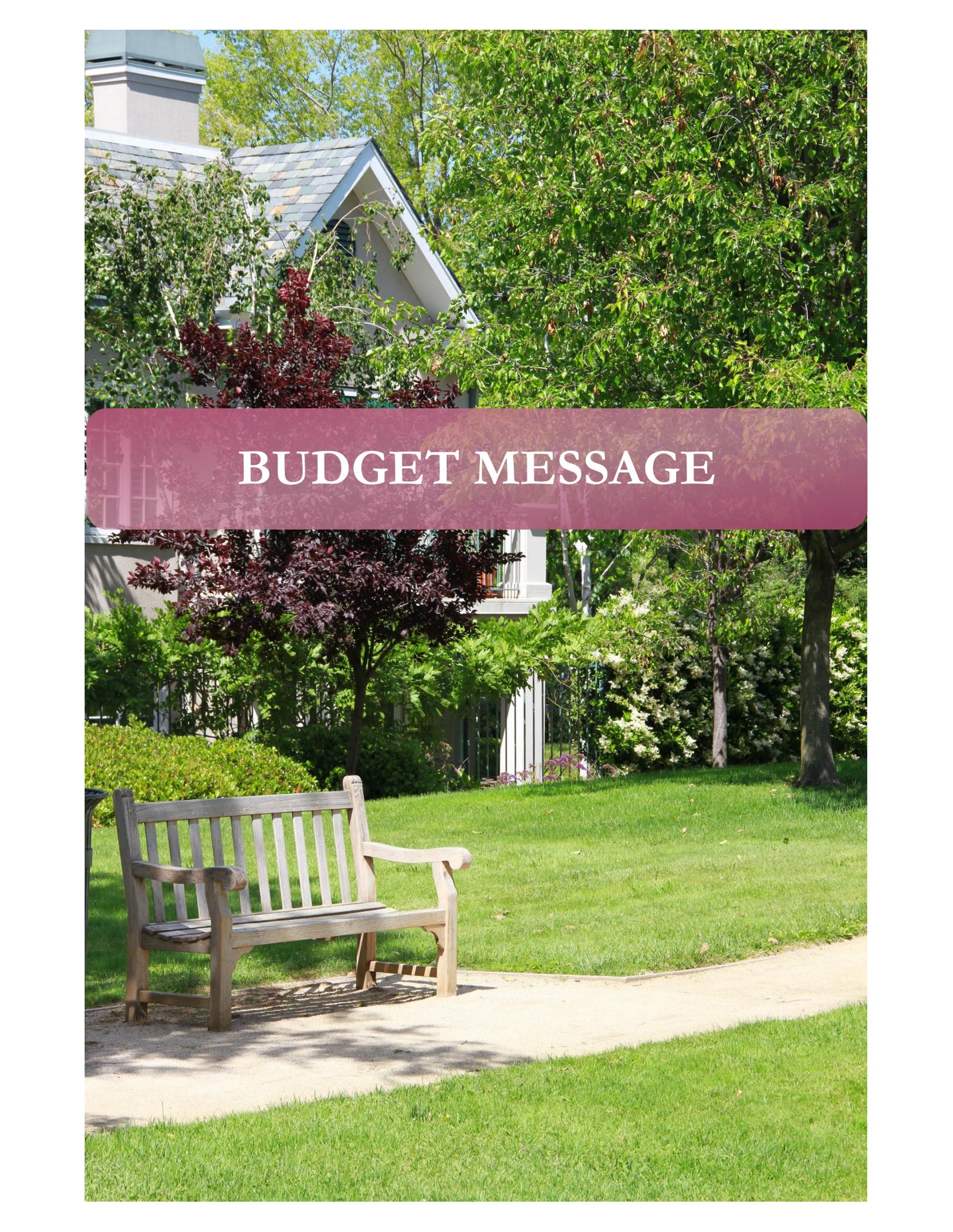
Final council-directed revisions to the proposed budget are made and the budget documents are resubmitted to the Council for adoption, again in a publicized public hearing prior to the beginning of the fiscal year, typically in late June.

The City of Los Altos City Code requires the City Manager to prepare and submit an annual budget to the City Council. This is accomplished in June, when the final proposed budget is formally submitted to the Council in the subsequent public hearing. The approved resolutions to adopt the CIP and operating budgets and the appropriation limitation (Gann Limit) follow later in this section.

BUDGET AMENDMENTS

During the course of the fiscal year, financial and workplan changes or unanticipated needs may necessitate adjustments to the adopted budgets. The City Manager is authorized to transfer appropriations between categories, departments, projects, and programs within a fund in the changes to capital projects in the Capital Budget.adopted Operating Budget, whereas the City Council holds the authority for Operating Budget appropriation increases and decreases, and transfers between funds, and for both scope and funding.





BUDGET MESSAGE





BUDGET MESSAGE

DATE: June 13, 2017

TO: City Council

FROM: Chris Jordan, City Manager

SUBJECT: Budget Message for Proposed Two-Year FY18-19 Operating Budget and 5-Year FY2018-22 Capital Improvement Plan (CIP)

Dear Mayor Mary Prochnow and the Members of the Los Altos City Council:

The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark. Michelangelo

In 2018, the City of Los Altos will turn 66 years old. But rather than contemplating a life of leisurely retirement, the City of Los Altos is opening a window of opportunity. During and following the Great Recession, Los Altos strategically placed itself in a position to take advantage of the positive economic environment we now enjoy. Through conservative spending practices and early payments to reduce liabilities, the City has a positive cash flow and an ever-strengthening financial reserve. We now find ourselves able to complete projects that our predecessors planned for, but previously found the timing wasn't right for.

Now, in 2017, we have the opportunity to assist in the evolution of our beautiful community. Yes, there are challenges. Would some argue we are aiming too high? Perhaps, but aiming high is what has made the Silicon Valley so successful. By making steady progress towards accomplishing lofty goals over the next several years, we will greatly enhance the community experience for our citizens.

The Proposed FY 2018-2019, 2-year Budget starts the process of fully funding deferred maintenance of the City's infrastructure and facilities while also planning for future improvements and enhancing the look of the community. The Budget also funds all the City Council's Strategic Priorities without adding any permanent staff positions who could add to the City's future liabilities.

Revenues

The City's largest source of revenues, property taxes, continues to increase at a rate sufficient to maintain City operations and provide funding for needed capital projects. For FY 2018, the Proposed Budget anticipates an increase in property taxes of \$957,000, or 5%. This increase is slightly less than the increases we have witnessed in recent years, and is significantly less than many cities in Santa Clara County. We also expect a similar 5% increase in FY 2019.

The news, however, is not as positive for all our other revenue sources. Sales tax revenues are essentially stagnant as are transient occupancy tax revenues. Community Development fees are slightly lower than in previous years due to a relative lack of large development projects due, in part, to the two moratoria currently in place. Revenues from recreation fees remain the same as in previous years, but we may see a modest decrease in a few years during the construction of a new Hillview Community Center. We would anticipate an uptick in revenues when the new center is opened.

In total, the City's anticipated revenues across all funds, is \$47.96 million (\$38.5 million in the General Fund). Although we continue to be optimistic about future revenue growth, our increases are almost entirely based on the resale of single family homes. It would be advantageous if our growth was across many revenue streams leaving us less vulnerable to changes in the residential real estate market.

Operating Expenditures

General Fund operating expenditures are estimated to climb to just over \$36.3 million in FY 2018, an increase of 2% over the Budgeted amount for FY 2017. The lower than anticipated increase is primarily due to the current number of vacant positions. To account for this, the Proposed Budget estimates a savings equal to a vacancy rate of 5%. For FY 2019, the Proposed Budget estimates just a 2% vacancy factor causing the operations budget to climb by approximately 4.7%.

Another anticipated increase is for payments on behalf of retirees to CalPERS. Although CalPERS has not provided cities with new rates, due to the decision to lower the discount rate, we are anticipating future increases. For many public agencies, these increases may prove devastating. Fortunately for Los Altos, decisions made a few years ago to pay off part of the City's liability, and the decision this year to reserve additional funds for future increases, allows us to continue our current operations and fund a robust capital improvement plan without fear of a catastrophic increase in payments to CalPERS.

The Proposed Budget anticipates a total of \$55.5 million in expenditures in FY 2018.

Funding the City Council's Strategic Priorities

A significant portion of any City budget funds the continuing operation of the City – from public safety to maintenance of the City's infrastructure to planning and administration. After funding these operations, the City Council's adopted Strategic Priorities are the most critical projects to be funded. Below is how each is described in the Proposed Budget:

- 1) **Downtown:** The City will develop a vision document for the downtown that balances vibrancy/vitality with a village character. As a first step, the City Council will receive a Downtown Vision report that will include a 3-dimensional model for the preferred scenario.

In the Proposed Budget: Adequate funding for the vision report is in the Community Development Department under professional services. In addition, based on the approval of the City Council in February, the City has added a Senior Planner to assist with this project and other initiatives.

- 2) **Complete the Improvements to the City's Land Use Regulations for Loyola Corners and El Camino Real**

In the Proposed Budget: Adequate funding and staffing for these projects is in the Community Development Department.

- 3) **Hillview Community Center:** By December 2020, the City will have completed a new/refurbished community center at Hillview.

In the Proposed Budget: The Capital Improvement Plan includes a total of \$25 million over 3 years (\$3 million in FY 2018) to fund this project. In February, the City Council approved the hiring of a Project Manager in Public Works to assist with the implementation of this project.

- 4) **Create and Maintain a 10-year Capital Facilities Plan**

In the Proposed Budget: Adequate funding for this project is in the Administrative Services Department. The prior budget also included the reclassification of a Management Analyst position to Senior Accountant to assist with the continued development and maintenance of this plan and strengthen our financial analysis and integrity.

- 5) **Housing/ Land Use:** The City Council wants to proactively review opportunities to expand affordable housing in Los Altos.

In the Proposed Budget: Funding/staffing for this project is in the Community Development Department. Should the City Council wish to impose an Affordable Housing fee on some or all new construction, a supplemental budget may be necessary to appropriate any revenues received.

- 6) **Traffic Safety:** The City will take steps to improve traffic/pedestrian and bicycle safety throughout the City with a focus on safe routes to schools
In the Proposed Budget: The Capital Improvement Plan includes funding for 10 Safe Routes to School projects in FY 2018, totaling \$840,000.
- 7) **Community Engagement:** The City Council will engage with the community and improve citizen access to City information.

In the Proposed Budget: The Budget includes adequate funding for continuing to advertise all City Council agendas in the Town Crier (in the Executive Department); a refresh of the City's website that will provide for better access to City information online; and for the printing and distribution of a Popular Annual Financial Report, a user-friendly review of the City's financial situation.

Personnel

The City's staffing level is proposed to remain at the current authorized level of 133 Full-time Equivalent positions (FTE). This accounts for two positions that were approved earlier in 2017 – a Project Manager for Public Works to assist in overseeing major facility projects; and a Senior Planner in Community Development for managing major long term planning initiatives. We are also including funds for two limited-term management fellow positions in the operating budget. These positions are part of a continuing effort by cities and counties on the peninsula to attract recent graduate school graduates to this area to begin their government career. Local government agencies have recognized that we need to attract individuals early in their careers because it is extremely difficult to recruit from other parts of the state or nation.

The Proposed Budget estimates compensation and benefit expenses. Two of the City's collective bargaining units – the Los Altos Peace Officers Association and the Los Altos Municipal Employees Association – are concluding negotiations with management. The estimates in the Proposed Budget should not be significantly different than the final agreements.

Public Safety

By far the largest portion of the General Fund Operating Budget is dedicated to Public Safety. The Public Safety budget, split between the contract with Santa Clara County for fire services and our own police Department, totals over \$17.4 million in FY 2018.

In 2016, the City's negotiating team lead by Assistant City Manager J Logan, successfully negotiated a new 10-year agreement with Santa Clara County Fire Department that will sustain the current level of fire and emergency medical services at a cost that will not increase by greater than 5% from any one year to the next. With the increase in personnel expenses caused not just by salaries, but mostly by medical and retirement benefit increases, this marks a major victory for the City. Given that the City has now been contracting with the County for fire services for 20 years, the Council may wish

to consider the advantages and challenges of annexing in to the County fire district and remove this item permanently from the City's budget.

The Los Altos Police Department continues its fine work in protecting the public. Research recently completed by the website Neighborhoodscout.com concluded that Los Altos was the 6th safest city in California and 98th in the nation (for cities with population of over 25,000). In 2016, the City Council authorized one additional traffic officer position and as we look to complete our recruiting process for this and other positions, we are not recommending additional positions at this time. However, the Proposed Budget does include three replacement vehicles in FY18 and three replacement vehicles in FY19 to ensure that our police equipment remains safe and functioning.

The Proposed Budget also includes adequate funds to continue the City's partnerships with the Los Altos School District and Cupertino Union School District to fund crossing guards at critical intersections around the City. The Proposed Budget includes a projected 20% increase in the cost to the City of providing these services – totaling approximately \$220,000 in FY 2018. The schools provide an additional \$50,000 to complete the cost for these services.

Finally, the Public Safety proposal also includes \$15,000 for the City to provide a grant to WomenSV. WomenSV has been a partner of the Los Altos Police Department, assisting the Department with domestic violence education, prevention, intervention and victim care.

Other Departments

The remaining departments (Community Development, Administrative Services, Recreation and Community Services, Public Works and Executive/Legislative) are essentially current services budgets with a few initiatives including:

- 1) In Public Works, the Proposed Budget includes \$80,000 annually for additional City Beautification and the creation of community gardens at the Woodland Library and at Grant Park. During the drought, the City rightfully took a very cautious approach to enhancing the City's landscaping. Now, with the drought in the rearview mirror, we want to restore our landscaping while being mindful of the importance of water conservation as a way of life.

Also included is \$150,000 for large tree maintenance. The City is in the process of completing a city-wide tree assessment and these funds will be used to provide enhanced tree maintenance efforts, with some funds specifically dedicated to Redwood Grove.

- 2) For Economic Development, we have included a total of \$30,000 in funding for several initiatives:
 - a. A pilot rideshare program. Working with a rideshare partner, we will target certain demographics in the community and provide subsidized rides to allow all our citizens

the opportunity to enjoy all aspects of our community, particularly the downtown and community activities.

- b. A pilot bike share program that will include the purchase of a few bikes to use for City business around town. If successful it could be expanded for use by residents.
- c. Outdoor furniture update/replacement. To enhance gathering spaces in the downtown and other commercial areas, the Proposed Budget includes funding for replacement furniture.

\$25,000 is included to continue one of our primary community events – the Downtown Green – which will occupy part of Third Street during July and August.

- 3) The Administrative Services Department will be at the forefront of our effort to modernize the City’s technology. The Information Technology Initiatives project in the Capital Improvement Plan will include a Financial Enterprise Resource Platform (ERP) that will upgrade our financial software and create a more user-friendly system that should also allow us to share financial information more completely and expeditiously with the public and with other department systems.

Funding has also been included for the Human Resources Division to address one of our biggest challenges – the recruitment and retention of outstanding staff. As the cost of housing increases in the region and the toll of commuting wears on our staff, we continue to endure significant staff turnover. We then face the constant challenge to replace our staff with equal or better municipal professionals. We have tasked the HR Division with identifying ways to adapt our workplace culture to make the City of Los Altos an attractive employer for all generations, including the formation of our Workplace Innovation Team (WIT).

- 4) In Community Development, the Proposed Budget includes adequate funding for the recently approved contract for the new uniform electronic permitting system for Community Development, Finance, Public Works and Code Enforcement, that will significantly expand the City’s online services, and provide staff with additional tools to manage workflow and improve the processing of applications and issuance of permits.

Capital Improvement Plan

Through the recession and the last several years, this City has taken steps to solidify its financial position – from paying down CalPERS liability to conservatively saving money for a future economic downturn. All this preparation leads us to this moment in time when we can reinvest the community’s tax dollars into our infrastructure and facilities. In 2016, the City conducted a series of facility assessments that indicated that we have deferred maintenance totaling millions of dollars. Our roads have also deteriorated from a pavement condition index (PCI) of 86 (out of 100) in 2001 to just 71 in 2016. It is time to stop deferring and start investing!

The Capital Improvement Plan may be the most ambitious this City has ever undertaken: \$67.7 million over the next 5 years, and nearly \$94 million when we include prior year appropriations. The breakdown by type of project is:

Category	Budget (in 000's of dollars)
Sewer	19,968
Pedestrian and Bicycle	13,399
Streets and Roads	15,420
Storm Drain System	1,900
Technology	4,336
Community Development Department	1,523
Buildings	34,780
Parks and Trails	1,911
Equipment Replacement	578
Total	\$93,815

Some of the highlights include:

Streets

The degradation of the street system needs to stop. As streets deteriorate, the maintenance cost increases exponentially. Our goal is to stop the degradation and turn the corner so that the PCI of the street system begins to slowly climb again – up to 75 within 10 years. To make this happen, the Proposed Capital Improvement Plan totals \$2 million each year for the next five years for road maintenance. The good news is that during these five years, our road system becomes less reliant on the City’s General Fund for maintenance. With the passage of Measure B and the increase in state funding from an increase in the gas tax and the Road Maintenance and Accountability Act, we anticipate only spending \$1.6 million from the General Fund over the next five years (\$600,000 in FY 2018).

The CIP also includes an ambitious schedule for safety enhancements in the City’s transportation system. Ten Safe Routes to Schools projects are planned for FY 2018, and several more in the future years. A combination of Measure B funds and City funds will be used to upgrade the area of Foothills Expressway at the San Antonio and El Monte intersections. The CIP also includes funds for rehabilitating the pedestrian bridge on Fremont Avenue, and making major improvements to the pathway on Miramonte Avenue over the next few years.

City Facilities

The highlight of the CIP is a project that is possibly the most expensive and anticipated undertaking in the history of the City: the new Hillview Community Center. This project, estimated to cost \$25 million, will, when completed, have a profound impact on the culture of the City. It will become the

City's family room – the place where the community goes to gather and engage each other. It will give the City its heart.

For the City to simply remove the backlog of deferred maintenance at the remainder of our facilities requires a minimum of approximately \$700,000 annually. But we don't believe that is good enough; the Los Altos community deserves better. The CIP includes \$1.2 million annually for facility maintenance and improvements. These funds will be used to create a more functional City Hall and Police station; remodel the Garden House at Shoup Park and improve the Los Altos Youth Center. In addition, we plan to complete the scheduled improvements to the Grant Park Community Center which total \$475,000 from prior year appropriations.

The City's Financial Commission has proposed an even bolder approach: front load this spending because our dollars lose buying power every year that passes. As we develop plans for these facilities, staff may return to the City Council to discuss taking the recommendation of the Financial Commission and completing some of the larger projects early in the five-year window.

Parks and Trails

The CIP also allocates nearly \$2 million for park projects. These funds will be prioritized annually with the assistance of the Parks and Recreation Commission and will be used for major maintenance or small upgrades to the parks. Funds for these projects primarily come from the City's Park-in-lieu revenues.

As the CIP is implemented over the next five years, the community will see a significant change in the City which will be safer, more functional and more aesthetically pleasing than it is today. We want the community to take pride in our facilities and know that the City believes Los Altos should have the very best.

Enterprise Funds

The City has two Enterprise Funds – Sanitary Sewer and Solid Waste. Both Funds currently have significant reserves that over the next several years we will be working to reduce by investing in infrastructure. The Sanitary Sewer Fund begins this budget cycle with a reserve of \$7.4 million. Over the next two years, with a robust capital improvement program, we expect to reduce that reserve by \$2 million.

The Solid Waste Fund's reserve has grown to almost \$3.7 million and is projected to add \$600,000 to that reserve over the next two years. Staff has been reviewing the possibility of utilizing some of these funds for street maintenance to offset the damage caused by the solid waste trucks. Staff will bring to the Council any necessary adjustments to this budget if this is feasible.

Other Special Revenue Funds

The City has several other special revenue funds which collectively have a beginning fund balance of over \$6.3 million. The Proposed Budget begins to reduce the largest of these – the Park-in-lieu Fund – by actively pursuing improvements to the City’s park system. Staff also plans to continue to identify projects that could be funded through these Special Revenue Funds in an effort to reinvest available balances in the community rather than allowing these reserves to continue to increase.

Reserves

In total, the Proposed Budget identifies \$68.2 million in beginning fund balances July 1, 2017. We anticipate an ending fund balance of \$63.6 million at the end of the fiscal year. It is our expectation that the reserve balance will continue to decrease each year over the next decade as we re-invest in our streets, parks, and community facilities.

Conclusion

"Success is where preparation and opportunity meet." Bobby Unser

This Budget Message began by discussing our goals and our attempt to aim high. And we are not alone in seeing this as the opportunity that this community has long awaited. On May 3, 2017, in its weekly editorial, the Los Altos Town Crier asked the question: “Is this a renaissance?” Despite the challenge of facing extreme population growth throughout the region, the editorial pointed to a confluence of various public and private projects and plans to discuss the fact that the community has an opportunity rarely seen. The editorial finished with:

“We must respond to that growth to maintain and – ideally – improve our quality of life. Doing nothing is not an option.”

We believe the opportunity exists in this community right now. The decisions that have been made, and the challenges that have been overcome over the past several years, have prepared us for this time and place. With the two-year FY 2018-19 Proposed Budget, we take the next steps in the evolution of Los Altos. And we expect the community to be a better place for these actions.

I’d like to acknowledge the tremendous work of our Department Directors for not only their assistance in the preparation of the Proposed Budget, but their willingness to think boldly and set a new vision for what is achievable.

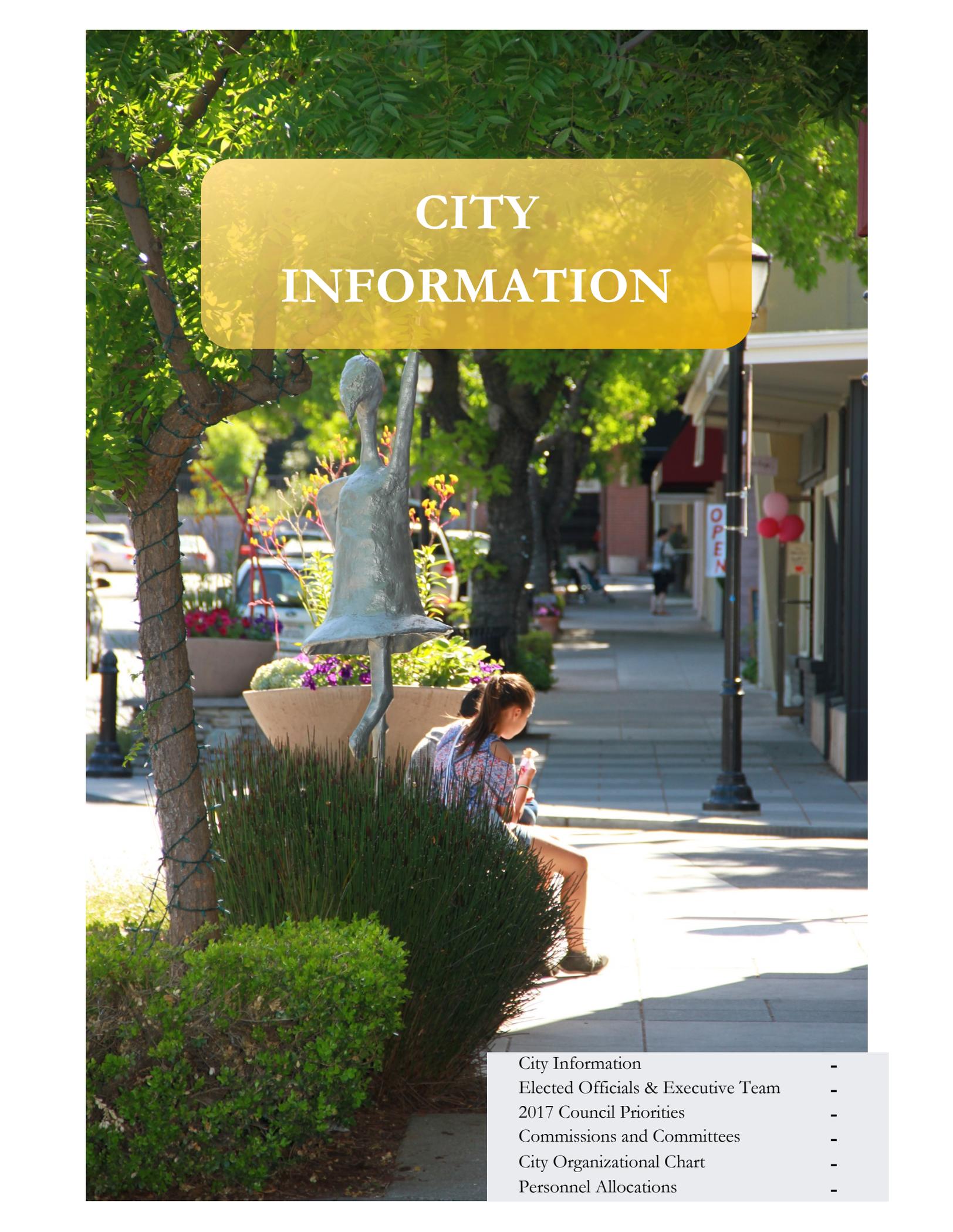
A special thanks to the Administrative Services Director Sharif Etman and Financial Services Manager Sarina Revillar and Angela Goldberg for their efforts in preparing this document. And, finally, a special acknowledgment to the Los Altos City Council who have set this course and made it clear that now is the time to move this agency, and the community, forward.

Respectfully submitted,



Chris Jordan

City Manager



CITY INFORMATION

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CITY INFORMATION

Location

Los Altos, incorporated as a general law city in December of 1952, is located 37 miles south of San Francisco. Los Altos covers 7 square miles and is bordered by Los Altos Hills, Palo Alto, Mountain View, Sunnyvale and Cupertino.

Los Altos City Hall

1 North San Antonio Road

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Fax: (650) 947-2701

administration@losaltosca.gov

www.losaltosca.gov

The City of Los Altos, is seven square miles with seven distinct commercial areas and is home to approximately 30,000 people. The city incorporated to preserve the rural atmosphere and small town feel and to prevent annexation from neighboring cities. The commercial districts are bustling neighborhood retail areas, characterized by tree-lined streets and a village atmosphere. Los Altos will celebrate its 65th anniversary in 2017 and since 1952 has successfully preserved its rural roots, maintained spacious lot sizes for single-family homes and established policies for commercial development.

The City of Los Altos operates as a Council-Manager form of government. Council Members are elected at-large to four-year terms and are responsible for determining City policies and service standards. The City Council in turn appoints the City Manager, to oversee the daily operation of the city organization.

Demographics:

Population	31,402 ¹
Total Households	11,204 ²
Median Family Income	\$188,263 ²
Average Household Size	2.68 ²
Median Age	47.7 ²
Population aged 65+	19.96% ²
Total Businesses	1,600 ³
School Enrollment (K-8)	4,517 ⁴
School Enrollment (9-12)	4,028 ⁵
Average Single Family Home Sales Price (data through 4/30/2017) ⁶	
• Los Altos	\$2,814,000

Sources:

(1) CA Department of Finance, May 2017 (2) U.S. Census Bureau, 2010 (3) City-Data (4) Los Altos Unified School District (5) Mountain View Los Altos Unified High School District (6) Zillow Home Value Index



ELECTED OFFICIALS & EXECUTIVE TEAM



ELECTED OFFICIALS

TERM EXPIRATION

Mary Prochnow
Mayor

November 2018

Jean Mordo
Vice Mayor

November 2018

Jeannie Bruins
Councilmember

November 2020

Lynette Lee Eng
Councilmember

November 2020

Jan Pepper
Councilmember

November 2020

The mission of the City Council, staff, commissions, committees and volunteers is to foster and maintain the City of Los Altos as a great place to live and to raise a family.



EXECUTIVE TEAM

Christopher Jordan	City Manager
Christopher Diaz	City Attorney
Jon Maginot	City Clerk / Assistant to the City Manager
Susanna Chan	Public Works Director
Manuel Hernandez	Recreation & Community Services Director
Sharif Etman	Administrative Services Director
J. Logan	Assistant City Manager
Jon Biggs	Community Development Director
Andy Galea	Chief of Police



2017 COUNCIL PRIORITIES



DOWNTOWN

The City will develop a plan for downtown that balances vibrancy with a village character. As a first step, the City Council will receive a Downtown Vision report that will include a 3-dimensional model for the preferred scenario

Complete the Improvements to the City's Land Use Regulations for Loyola Corners and El Camino Real

1. A new Loyola Corners Specific Plan will be adopted by July 2017
2. Adopt new regulations for development along El Camino Real

HILLVIEW COMMUNITY CENTER

By December 2020, the City will have a new/refurbished community center at Hillview

Create and Maintain a 10-year Capital Facilities Plan

Over the next four years, the City Council commits to reinvesting in community infrastructure and facilities. To better inform these decisions, the City will create and maintain a 10-year plan that includes resources and expenses for the improvement and maintenance of city facilities and infrastructure that will improve pride in the community's assets

HOUSING / LAND USE

The City Council wants to proactively review opportunities to expand affordable housing in Los Altos

TRAFFIC SAFETY

The City will take steps to improve traffic/pedestrian and bicycle safety throughout the City with a specific focus on safe routes to schools

COMMUNITY ENGAGEMENT

The City Council will engage with the community and improve citizen access to City information



COMMISSIONS & COMMITTEES

BICYCLE & PEDESTRIAN ADVISORY COMMISSION

	Term	Term Expiration
Suzanne Ambiel	1 st	March 2020
Wesley Brinsfield	1 st	March 2020
Jerome Chester	1 st	March 2020
Jim Fenton	2 nd	March 2018
Steve Hindman	Partial	March 2018
Randy Kriegh	1 st	March 2020
Nadim Maluf	Partial	March 2018

Staff Liaison: Susanna Chan (Public Works)

DESIGN REVIEW COMMISSION

	Term	Term Expiration
Alexander Glew	1 st	September 2020
Samuel Harding	1 st	September 2020
Jude Kirik	1 st	September 2018
Tracey Moison	1 st	September 2018
Sepideh Zoufonoun	1 st	September 2020

Staff Liaison: Zach Dabl (Planning)

ENVIRONMENTAL COMMISSION

	Term	Term Expiration
Don Bray	2 nd	March 2020
Joseph Eyre	1 st	March 2018
Heather Halkola	1 st	March 2020
Gary Hedden	1 st	March 2018
Laura Teksler	1 st	March 2020
Don Weiden	Partial	March 2018
Lei Yuan	1 st	March 2018

Staff Liaison: J. Logan (Executive)

FINANCIAL COMMISSION

	Term	Term Expiration
David Byrne	2 nd	September 2017
Gary Kalbach	Partial	September 2017
Kuljeet Kalkat	1 st	September 2019
David Marek	1 st	September 2019
James Martin	1 st	September 2019
Martha McClatchie	1 st	September 2019
Amy Pearl	1 st	September 2017

Staff Liaison: Sharif Etman (Administrative Services)

HISTORICAL COMMISSION

	Term	Term Expiration
Janis Ahmadjian-Baer	2 nd	September 2018
Qing Bai	1 st	September 2020
Russell Bartlett	1 st	September 2020
Walter Chapman	2 nd	September 2018
Margo Horn	1 st	September 2018
Larry Lang	1 st	September 2020
Nomi Trapnell	1 st	September 2018

Staff Liaison: Sean Gallegos (Planning)

LIBRARY COMMISSION

	Term	Term Expiration
Mukesh Agarwal	1 st	September 2019
Ibrahim Bashir	Partial	September 2017
Rebecca Colman (LAH)	1 st	August 2020
Cindy Hill	2 nd	September 2019
Garo Kiremidjian (LAH)	1 st	August 2020
Richard Liu	Partial	September 2017
Judie Suelzle	2 nd	September 2017

Staff Liaison: Jaime Chew (Recreation)

PARKS & RECREATION COMMISSION

	Term	Term Expiration
Michael Ellerin	1 st	March 2021
Neysa Fligor	1 st	March 2019
Tanya Lindermeier	1 st	March 2021
Pradeep Parmar	2 nd	March 2019
Jonathan Weinberg	1 st	March 2021

**Two vacant seats, one with an unexpired term ending March 2019, the other with a full term ending March 2021.*

Staff Liaison: Manny Hernandez (Recreation)

PLANNING & TRANSPORTATION COMMISSION

	Term	Term Expiration
Ronit Bodner	1 st	September 2018
Phoebe Bressack	2 nd	September 2020
Anita Enander	Partial	September 2018
Sally Meadows	1 st	September 2020
Michael McTighe	1 st	September 2018
Bahi Oreizy	1 st	September 2020
Alexander Samek	1 st	September 2020

Staff Liaison: David Kornfield (Planning)

PUBLIC ARTS COMMISSION

	Term	Term Expiration
Nancy Breneau	Partial	September 2017
Doug Edwards	1 st	September 2019
Nancy Ellickson	1 st	September 2017
Maddy McBirney	2 nd	September 2019
Paula Rini	1 st	September 2017
Monica Waldman	1 st	September 2019
Karen Zucker	1 st	September 2017

Staff Liaison: Jon Maginot (Executive)

SENIOR COMMISSION

	Term	Term Expiration
Janet Harding	1 st	March 2018
Tracie Murray	1 st	March 2018
Doris Hawks Torbeck	2 nd	March 2019
Bert Vincent	2 nd	March 2019
Jim Basiji (LAH)	1 st	March 2019
Karen Lemes (LAH)	Partial	March 2017

**One vacant seat with an unexpired term ending in March 2018.*

Staff Liaison: Jaime Chew (Recreation)

YOUTH COMMISSION

	Term	Term Expiration
Vikram Bharati	2 nd	June 2018
Nesyah Galatin	1 st	June 2019
Krish Gujral	1 st	June 2018
Drishaan Jain	2 nd	June 2018
Mahi Kolla	1 st	June 2018
Brianna McKean	1 st	June 2019
Medha Rajagopalan	1 st	June 2018
Anooshka Shetty	2 nd	June 2019
Vignesh Suresh	2 nd	June 2018
Wilson Xu	1 st	June 2018
Rebecca Zhu	1 st	June 2018

Staff Liaison: Zack Silva (Recreation)

LASD CITY/SCHOOLS ISSUES COMMITTEE

	Term	Term Expiration
Jeannie Bruins, Council Representative	-	December 2018
Mary Prochnow, Council Representative	-	December 2017

CUSD CITY/SCHOOLS ISSUES COMMITTEE

	Term	Term Expiration
Jeannie Bruins, Council Representative	-	-
Lynette Lee Eng, Council Representative	-	-

COUNCIL YOUTH COMMISSION INTERVIEW COMMITTEE

	Term	Term Expiration
Jeannie Bruins	Councilmember	December 2017
Jeannie Bruins	Councilmember	December 2017

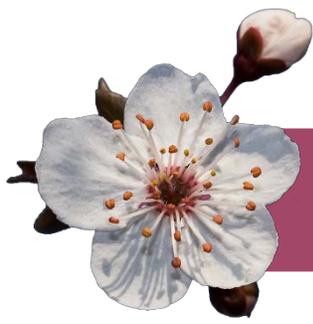
JOINT COMMUNITY VOLUNTEER SERVICE AWARDS COMMITTEE

	Term	Term Expiration
Morvari Ahi (LAH)		March 2019
John Cardoza (Los Altos)	2 nd	March 2019
Benjamin Gilkis (LAH)		March 2021
Rebecca Hickman (LAH)		March 2019
Edward Infante (Los Altos)	2 nd	March 2021
Sunita Mehta (Los Altos)	2 nd	March 2019
Jean Mordo (Los Altos)		Council Representative
Dhana Pawar (Los Altos)	1 st	March 2021
Patty Radlo (LAH)		March 2021
Jerry Tomanek (LAH)		March 2019
Gary Waldek (LAH)		Council Representative
Dennis Young (Los Altos)	1 st	March 2019

NORTH COUNTY LIBRARY AUTHORITY

	Representing Agency	Term Expiration
Courtenay C. Corrigan	Los Altos Hills	December 2020
Christopher Diaz	Authority Attorney	-
Suzanne Epstein	Los Altos Hills	March 2019
Sharif Etman	Authority Treasurer	-
Cindy Hill	Library Commission	December
Chris Jordan	Administrative Officer	-
Jean Mordo	Los Altos City Council	December 2018
Jan Pepper	Los Altos City Council	December 2020





PERSONNEL ALLOCATIONS

EXECUTIVE	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Public Information Coordinator	1	1	1	1	1
Economic Development Coordinator/Manager	1	1	1	1	1
City Clerk/Assistant to the City Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
TOTAL	6	6	6	6	6

ADMINISTRATIVE SERVICES	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
Administrative Services Director	1	1	1	1	1
Financial Services Manager	1	1	1	1	1
Management Analyst	--	1	--	--	--
Senior Accountant	--	--	1	1	1
Accounting Technician I/II	3	2	3	3	3
Accounting Office Assistant I/II	1	1	--	--	--
Human Resources Manager	1	1	1	1	1
Human Resources Technician	1	1	1	1	1
Information Technology Manager	--	1	1	1	1
Information Technology Analyst	1	1	1	1	1
Information Technology Technician	1	1	1	1	1
TOTAL	10	11	11	11	11

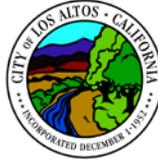
PUBLIC SAFETY	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
Police Chief	1	1	1	1	1
Police Captain	1	2	2	2	2
Police Service Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Police Sergeant	6	6	6	6	6
Police Agent	6	6	6	6	6
Police Officer	16	15	16	16	16
Community Serv Offer	5	4	3	3	3
Lead Communications Offer	1	1	1	1	1
Communications Offer	5	5	5	5	5
Lead Record Specialist	1	1	1	1	1
Records Specialists	3	3	3	3	3
TOTAL	47	46	46	46	46

COMMUNITY DEVELOPMENT	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
Community Development Director	1	1	1	1	1
Planning Services Manager	1	1	2	2	2
Senior Planner	1	1	1	1	1
Assistant Planner	2	2	2	2	2
Executive Assistant	2	2	2	2	2
Building Official	1	1	1	1	1
Building Inspector	4	4	4	4	4
Building Technician	1	1	1	1	1
TOTAL	13	13	14	14	14

PUBLIC WORKS	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
Public Works Director	1	1	1	1	1
Special Projects Manager	1	1	1	1	1
Projects Manager	--	--	1	1	1
Executive Assistant	2	2	2	2	2
Assoc Civil Engineer	2	2	2	2	2
Asst Civil Engineer	2	3	4	4	4
Junior Civil Engineer	1	--	--	--	--
Engineering Technician	2	2	2	2	2
Engineering Services Manager	--	--	1	1	1
Senior Engineer	1	1	--	--	--
Transportation Services Manager	1	1	1	1	1
Maint Services Manager	1	1	1	1	1
Maint Supervisor	4	4	4	4	4
Equipment Mechanic	1	1	1	1	1
Fleet Facilitator	1	--	--	--	--
Maint Lead Worker	6	6	6	6	6
Maint Worker I	9	9	8	8	8
Maint Worker II	11	11	11	11	11
Maint Technician	2	2	2	2	2
TOTAL	48	47	48	48	48

RECREATION & COMMUNITY SERVICES	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
Recreation Director	1	1	1	1	1
Recreation Manager	--	--	1	1	1
Recreation Supervisor	1	1	1	1	1
Sr. Recreation Supervisor	1	1	--	--	--
Office Assistant II	1	1	1	1	1
Recreation Coordinator	3	3	3	3	3
Facility Coordinator	--	1	1	1	1
TOTAL	7	8	8	8	8

LOS ALTOS TOTAL	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19
Executive	6	6	6	6	6
Administrative Services	10	11	11	11	11
Public Safety	47	46	46	46	46
Community Development	13	13	14	14	14
Public Works	48	47	48	48	48
Recreation & Community Services	7	8	8	8	8
TOTAL	131	131	133	133	133



CITY OF LOS ALTOS

City of Los Altos
Citizens

City Council
Mary Prochnow, Mayor
Jean Mordo, Vice Mayor
Jeannie Bruins
Lynette Lee Eng
Jan Pepper

Commissions
Bicycle & Pedestrian – Design Review
Environmental – Public Arts – Senior – Youth

Commissions
Financial – Historical – Library
Parks & Recreation – Planning & Transportation

City Manager
Chris Jordan

City Attorney
Christopher Diaz

Office of the City Manager
Chris Jordan
Administration
City Clerk
Public Information
Economic Development
Risk Management

Administrative Services
Sharif Etman
Finance
Human Resources
Information
Technology

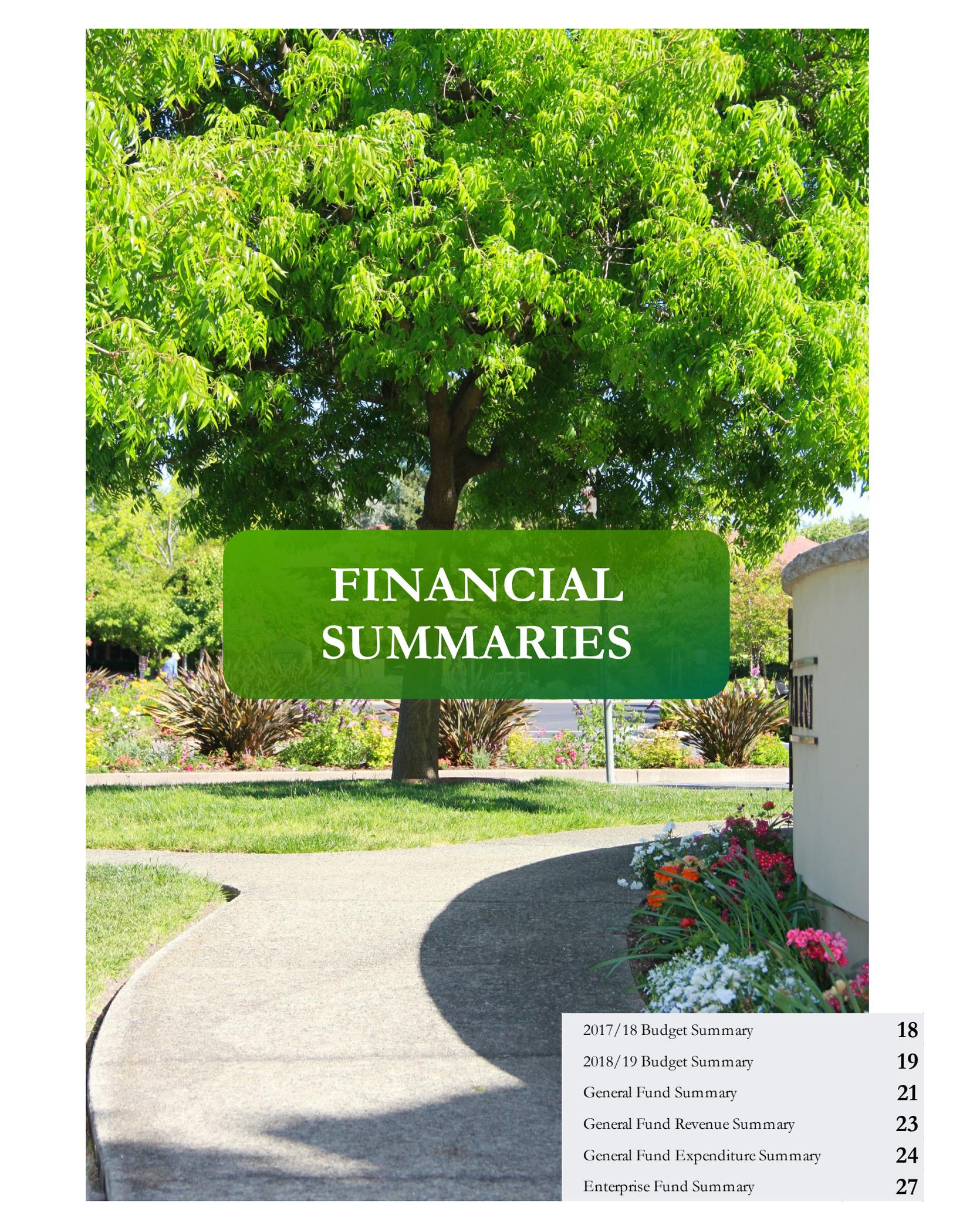
Public Safety
Andy Galea
Communications
Police Patrol
Investigations
Traffic Operations
Emergency Prep.
Fire Services

Community Development
Jon Biggs
Building
Planning

Public Works
Susanna Chan
Engineering
Transportation
Maintenance
Facilities
Parks
Sewers
Streets

Recreation & Community Services
Manny Hernandez
Youth/Teens
Adults/Seniors
Community Events
Performing & Visual Arts
Health & Wellness
Parks & Facilities Mgmt





FINANCIAL SUMMARIES

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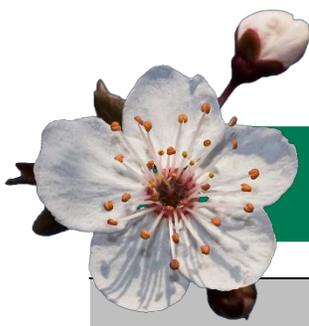






FY17-18 BUDGET SUMMARY

Fund	Balance 7/1/2017	Revenue	Expenditures	Transfer In/(Out)	Ending Balance 6/30/2018
GENERAL FUND					
General Fund					
Unreserved Fund Balance	4,000,000	38,551,000	(36,253,223)	(2,350,000)	3,947,777
Operating Reserve	6,905,000	350,000	-	-	7,255,000
OPEB Reserve	1,500,000	-	-	-	1,500,000
PERS Reserve	3,000,000	-	-	-	3,000,000
Technology Reserve	2,403,554	-	(1,000,000)		1,403,554
Total General Fund	17,808,554	38,901,000	(37,253,223)	(2,350,000)	17,106,331
ENTERPRISE FUNDS					
Sewer Fund	7,433,191	6,482,100	(7,269,199)	-	6,646,092
Solid Waste Fund	3,670,718	781,000	(488,153)	-	3,963,565
Total Enterprise Funds	11,103,909	7,263,100	(7,757,352)	-	10,609,657
CAPITAL IMPROVEMENT FUNDS					
Capital Projects Fund	3,718,132	-	(6,970,000)	4,151,000	899,132
Real Property Proceeds Fund	10,439,640	-	-	-	10,439,640
Community Facilities Renewal Fund	13,350,993	-	-	-	13,350,993
Equipment Replacement Fund	758,956	-	(356,500)		402,456
Total Capital Improvement Fund	28,267,721	-	(7,326,500)	4,151,000	25,092,221
INTERNAL SERVICE FUNDS					
Dental/Vision Fund	110,312	-	(121,500)	121,500	110,312
Unemployment Fund	403,019	-	(95,788)	95,788	403,019
Workers Compensation Fund	699,766	-	(832,100)	832,100	699,766
Liability Fund	1,102,925	-	(523,810)	523,810	1,102,925
Total Internal Service Funds	2,316,022	-	(1,573,198)	1,573,198	2,316,022
SPECIAL REVENUE FUNDS					
CDBG Fund	-	75,000	(75,000)	-	-
Downtown Parking Fund	628,353	40,000	-	(40,000)	628,353
Estate Donation Fund	13,349	-	-	-	13,349
Gas Tax Fund	65,070	880,719	(700,000)	-	245,789
In Lieu Park Fund	3,941,391	255,000	(425,000)	-	3,771,391
Supplemental Law Enforcement Fund	33,333	100,000	-	(100,000)	33,333
Traffic Impact Fee Fund	537,623	173,536	(326,000)	-	385,159
Vehicle Registration Fund	534,576	-	-	-	534,576
PEG Fees	623,056	91,000	-	-	714,056
Vehicle Impound Fund	-	20,000	-	(20,000)	-
Total Special Revenue Funds	6,376,751	1,635,255	(1,526,000)	(160,000)	6,326,006
DEBT SERVICE FUNDS					
General Debt Service	1,688,327	-	-	(166,060)	1,522,267
Raymundo Curb & Gutter	92,000	-	(27,000)	-	65,000
Blue Oak Lane Sewer	545,000	-	(15,000)	-	530,000
Total Debt Service Funds	2,325,327	-	(42,000)	(166,060)	2,117,267
ALL FUNDS TOTAL	\$ 68,198,284	\$ 47,799,355	\$ (55,478,273)	\$ 3,048,138	\$ 63,567,504



FY18-19 BUDGET SUMMARY

Fund	Balance 7/1/2018	Revenue	Expenditures	Transfer In/(Out)	Ending Balance 6/30/2019
GENERAL FUNDS					
General Fund					
Unreserved Fund Balance	3,947,777	39,797,700	(37,958,540)	(350,000)	5,436,937
Operating Reserve	7,255,000	350,000	-	-	7,605,000
OPEB Reserve	1,500,000	-	-	-	1,500,000
PERS Reserve	3,000,000	-	-	-	3,000,000
Technology Reserve	1,403,554	-	(500,000)	-	903,554
Total General Fund	17,106,331	40,147,700	(38,458,540)	(350,000)	18,445,491
ENTERPRISE FUNDS					
Sewer Fund	6,646,092	6,482,100	(7,760,833)	-	5,367,359
Solid Waste Fund	3,963,565	804,100	(496,596)	-	4,271,069
Total Enterprise Funds	10,609,657	7,286,200	(8,257,429)	-	9,638,428
CAPITAL PROJECTS FUNDS					
Capital Projects Fund	899,132	-	-	-	899,132
Real Property Proceeds Fund	10,439,640	-	-	-	10,439,640
Community Facilities Renewal Fund	13,350,993	-	-	-	13,350,993
Equipment Replacement Fund	402,456	-	(145,000)	-	257,456
Total Capital Improvement Fund	25,092,221	-	(145,000)	-	24,947,221
INTERNAL SERVICE FUNDS					
Dental/Vision Fund	110,312	-	(122,500)	122,500	110,312
Unemployment Fund	403,019	-	(95,788)	95,788	403,019
Workers Compensation Fund	699,766	-	(911,100)	911,100	699,766
Liability Fund	1,102,925	-	(523,810)	523,810	1,102,925
Total Internal Service Funds	2,316,022	-	(1,653,198)	1,653,198	2,316,022
SPECIAL REVENUE FUNDS					
CDBG Fund	-	75,000	(75,000)	-	-
Downtown Parking Fund	628,353	40,000	-	(40,000)	628,353
Estate Donation Fund	13,349	-	-	-	13,349
Gas Tax Fund	245,789	1,251,054	(800,000)	-	696,843
In Lieu Park Fund	3,771,391	1,668,500	(125,000)	-	5,314,891
Supplemental Law Enforcement Fund	33,333	100,000	-	(100,000)	33,333
Traffic Impact Fee Fund	385,159	903,599	(745,000)	-	543,758
Vehicle Registration Fund	534,576	-	-	-	534,576
PEG Fees	714,056	91,000	-	-	805,056
Vehicle Impound Fund	-	-	-	-	-
Total Special Revenue Funds	6,326,006	4,129,153	(1,745,000)	(140,000)	8,570,159
DEBT SERVICE FUNDS					
General Debt Service	1,522,267	-	-	(171,880)	1,350,387
Raymundo Curb & Gutter	65,000	-	(26,441)	-	38,559
Blue Oak Lane Sewer	530,000	-	(47,200)	-	482,800
Total Debt Service Funds	2,117,267	-	(73,641)	(171,880)	1,871,746
ALL FUNDS TOTAL	\$ 63,567,504	\$ 51,563,053	\$ (50,332,808)	\$ 991,318	\$ 65,789,067





GENERAL FUND SUMMARY

GENERAL FUND	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 PROPOSED BUDGET	2018-19 PROPOSED BUDGET	% Change Over 16/17
Revenues						
Taxes	26,689,840	28,564,846	28,752,482	29,890,900	31,062,500	4%
Income	178,275	356,363	209,000	219,000	234,000	5%
Fees	8,384,859	8,458,159	8,417,200	8,310,700	8,370,800	-1%
Miscellaneous Revenue	112,675	236,413	124,060	130,400	130,400	5%
Total General Fund Revenue	35,365,650	37,615,781	37,502,742	38,551,000	39,797,700	3%
Transfers In/One-Time Revenue	539,718	-	291,900	160,000	160,000	-45%
Total General Fund Revenue/Transfers In	\$ 35,905,368	\$ 37,615,781	\$ 37,794,642	\$ 38,711,000	\$ 39,957,700	102%
Expenditures						
Legislative	107,870	228,335	285,565	253,930	255,349	-11%
Executive	1,356,258	2,240,991	1,966,174	2,160,193	2,235,789	10%
Administrative Services	2,374,444	4,049,413	3,158,692	3,219,595	3,201,104	2%
Public Safety	15,127,728	16,195,289	17,433,841	17,386,509	18,613,174	0%
Community Development	2,719,386	2,706,268	2,599,328	2,863,734	2,954,415	10%
Recreation and Community Services	2,100,609	2,146,678	2,508,538	2,275,468	2,384,730	-9%
Public Works	5,865,729.75	6,686,247.59	7,594,495	8,093,793	8,313,980	7%
<i>*2% Vacancy Factor</i>	-	-	(414,402)	-	-	
Total General Fund Expenditures	29,652,025	34,253,221	35,132,231	36,253,223	37,958,540	3%
Transfers Out	168,779	168,568	164,892	166,060	171,880	1%
Total General Fund Expenditures/Transfers Out	\$ 29,820,804	\$ 34,421,789	\$ 35,297,123	\$ 36,419,283	\$ 38,130,420	3%
Revenues over Expenditures	\$ 6,084,564	\$ 3,193,992	\$ 2,497,519	\$ 2,291,717	\$ 1,827,280	-8%





GENERAL FUND REVENUE SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	% Change Over 16/17
Property Tax	17,479,883	18,775,471	19,176,182	20,132,700	21,137,200	5%
Sales Tax	2,942,764	3,195,628	3,236,301	3,268,700	3,301,400	1%
Utility Users Tax	2,522,536	2,672,236	2,580,000	2,630,000	2,680,000	2%
Motor VLF	12,281	12,119	-	13,000	13,000	100%
Transient Occupancy Tax	2,450,488	2,608,368	2,550,000	2,626,500	2,705,300	3%
Business License Tax	453,201	520,687	490,000	500,000	500,000	2%
Construction Tax	212,187	162,981	185,000	185,000	190,600	0%
Documentary Transfer Tax	616,500	617,355	535,000	535,000	535,000	0%
Total Taxes	26,689,840	28,564,846	28,752,483	29,890,900	31,062,500	4%
Interest Income	146,169	332,257	185,000	195,000	210,000	5%
Rental Income	32,106	24,106	24,000	24,000	24,000	0%
Total Income	178,275	356,363	209,000	219,000	234,000	5%
Recreation Fees	2,167,090	2,123,031	2,167,000	2,176,000	2,176,000	0%
Community Development Fees	3,186,408	3,006,400	2,988,700	2,880,800	2,880,800	-4%
Franchise Fees	1,807,854	2,029,431	1,948,000	2,006,400	2,066,500	3%
Administrative Fees	918,500	918,500	918,500	918,500	918,500	0%
Police Fees	305,007	380,797	395,000	329,000	329,000	-17%
Total Fees	8,384,859	8,458,159	8,417,200	8,310,700	8,370,800	-1%
Miscellaneous Revenue	112,675	236,413	124,060	130,400	130,400	5%
General Fund Revenue	35,365,650	37,615,781	37,502,743	38,551,000	39,797,700	3%
One-Time Revenue	539,718	-	125,000	-	-	-100%
Transfers In	-	-	166,900	160,000	160,000	-4%
Total General Fund Revenue/Transfers In	\$ 35,905,368	\$ 37,615,781	\$ 37,794,643	\$ 38,711,000	\$ 39,957,700	2%



GENERAL FUND EXPENDITURE SUMMARY

Program Expenditures	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Proposed	2018/19 Proposed	% Change Over FY16/17
LEGISLATIVE						
City Council	107,870	228,335	285,565	253,930	255,349	-12%
Total City Council	107,870	228,335	285,565	253,930	255,349	-12%
EXECUTIVE						
City Manager	512,709	1,044,879	872,518	1,044,109	1,088,537	16%
City Attorney	317,111	593,509	321,062	362,000	362,000	11%
City Clerk	408,287	435,361	497,876	426,803	487,207	-17%
Economic Development	118,151	167,242	274,718	327,280	298,045	16%
Total Executive	1,356,258	2,240,991	1,966,174	2,160,193	2,235,789	9%
ADMINISTRATIVE SERVICES						
Finance	1,021,493	990,866	1,147,172	1,218,165	1,263,054	6%
Human Resources	603,037	544,436	616,347	852,092	797,483	28%
Information Technology	365,222	750,417	928,828	759,339	850,566	-22%
Non-Departmental	384,691	1,763,694	466,345	390,000	290,000	-20%
Total Administrative Services	2,374,444	4,049,413	3,158,692	3,219,595	3,201,104	2%
PUBLIC SAFETY						
Administration	1,486,471	1,579,164	1,713,910	1,784,164	1,890,680	4%
Support Services	1,544,634	1,653,928	1,724,712	1,723,255	1,858,656	0%
Investigation Services	1,254,944	1,279,029	1,244,991	1,210,848	1,334,141	-3%
Traffic Operations	825,835	1,023,400	1,421,918	1,303,437	1,429,205	-9%
Patrol Services	4,037,250	4,407,323	4,721,954	4,538,805	4,934,492	-4%
Emergency Preparedness	17,253	33,296	30,050	39,000	39,000	23%
Fire Services	5,961,341	6,219,149	6,576,306	6,787,000	7,127,000	3%
Total Public Safety	15,127,728	16,195,289	17,433,841	17,386,509	18,613,174	0%
COMMUNITY DEVELOPMENT						
Planning	1,338,692	1,348,758	1,188,601	1,393,140	1,491,587	15%
Building	1,380,694	1,357,510	1,410,727	1,470,594	1,462,828	4%
Total Community Development	2,719,386	2,706,268	2,599,328	2,863,734	2,954,415	9%



GENERAL FUND EXPENDITURE SUMMARY

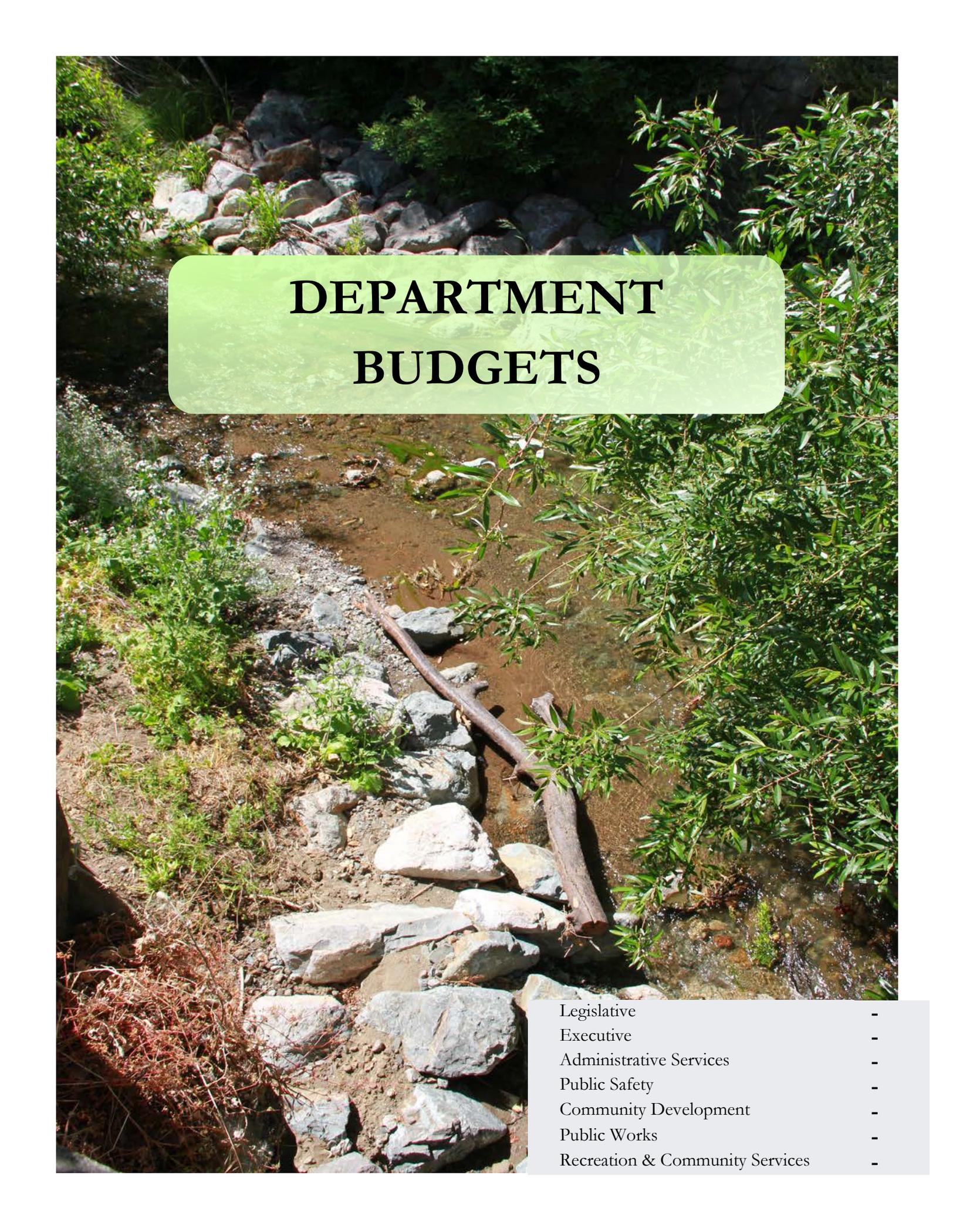
Program Expenditures	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Proposed	2018/19 Proposed	% Change Over FY16/17
RECREATION AND COMMUNITY SERVICES						
Administration	461,962	562,232	547,921	747,390	784,003	27%
Facilities	379,375	427,962	435,162	383,469	404,841	-13%
Community Events	52,767	45,296	51,939	50,156	50,366	-4%
Classes and Camps	307,696	248,145	580,426	420,510	436,745	-38%
Tiny Tots	159,573	144,300	161,132	213,629	222,035	25%
Athletics	382,086	363,295	372,082	125,031	131,406	-198%
Senior Programs	197,868	182,600	178,981	211,203	224,075	15%
Teen Programs	109,420	128,669	138,425	74,880	82,059	-85%
Theater	49,863	44,179	42,470	49,200	49,200	14%
Total Recreation and Community Services	2,100,609	2,146,678	2,508,538	2,275,468	2,384,730	-10%
PUBLIC WORKS						
Engineering	1,344,456	1,599,824	1,808,163	2,081,264	2,248,415	13%
MSC Administration	331,185	441,983	492,035	509,810	531,446	3%
Fleet Maintenance	149,899	220,749	203,204	255,170	268,357	20%
Street Maintenance	737,551	784,912	1,116,914	994,009	1,010,271	-12%
Parks and Street Landscaping	1,985,181	2,161,022	2,312,261	2,465,399	2,425,815	6%
Facility Maintenance	896,272	996,622	1,187,748	1,233,614	1,273,156	4%
Stormwater Maintenance	214,528	227,785	208,385	274,026	276,020	24%
Traffic	206,657	253,351	265,785	280,500	280,500	5%
Total Public Works	5,865,730	6,686,248	7,594,495	8,093,793	8,313,980	6%
<i>2% Vacancy Factor*</i>		-	(414,402)	-	-	
GENERAL FUND EXPENDITURES	29,652,025	34,253,221	35,132,231	36,253,223	37,958,540	
TRANSFERS OUT						
2004 COP Debt Service	168,779	168,568	164,892	166,060	171,880	1%
Total Transfers Out	168,779	168,568	164,892	166,060	171,880	1%
GENERAL FUND EXPENDITURES	\$ 29,820,804	\$ 34,421,789	\$ 35,297,123	\$ 36,419,283	\$ 38,130,420	3%

*Vacancy Savings factored into each department in FY18 and FY19



ENTERPRISE FUND SUMMARY

	2014/15	2015/16	2016/17	2017/18	2018/19	% Change
Sewer Fund	Actual	Actual	Budget	Proposed Budget	Proposed Budget	Over FY 16/17
Beginning Unrestricted Fund Balance	\$ -	\$ -	\$ -	\$ 7,433,191	\$ 6,646,092	
Interest Income	27,114	67,883	35,000	36,100	36,100	3%
Sewer Charges	6,326,769	6,908,639	6,912,430	6,416,000	6,416,000	-7%
Sewer Connection Fees	1,595	77,702	30,000	30,000	30,000	0%
Sewer Revenues	6,355,478	7,054,224	6,977,430	6,482,100	6,482,100	-7%
Sewer Maintenance	4,220,770	4,511,246	5,131,229	5,003,199	5,206,833	-2%
Sewer Capital Program	--	1,756,275	2,477,000	2,190,000	2,554,000	-12%
Sewer Equipment Purchase	--	--	--	76,000	--	
Sewer Expenditures	4,220,770	6,267,521	7,608,229	7,269,199	7,760,833	-4%
Ending Unrestricted Fund Balance						
	\$ -	\$ -	\$ -	\$ 6,646,092	\$ 5,367,359	
	2014/15	2015/16	2016/17	2017/18	2018/19	% Change
Solid Waste Fund	Actual	Actual	Budget	Proposed	Proposed	Over FY 16/17
Beginning Unrestricted Fund Balance	\$ -	\$ -	\$ 3,466,003	\$ 3,670,718	\$ 3,963,565	
Interest Income	\$ 13,098	\$ 9,618	\$ 13,500	\$ 13,500	\$ 13,500	0%
Administrative Charges	757,172	700,404	724,800	745,000	767,400	3%
AB 939 Fees	28,693	21,000	22,000	22,500	23,200	2%
Solid Waste Revenues	798,963	731,022	760,300	781,000	804,100	3%
Solid Waste Administration	346,945	430,377	555,585	488,153	496,596	-12%
Ending Unrestricted Fund Balance						
	\$ -	\$ -	\$ 3,670,718	\$ 3,963,565	\$ 4,271,069	



DEPARTMENT BUDGETS

Legislative	-
Executive	-
Administrative Services	-
Public Safety	-
Community Development	-
Public Works	-
Recreation & Community Services	-





Legislative

FY18 & FY19 Goals

- Create a 10-year Capital Facilities Plan to address aging infrastructure and facilities
- Develop a Downtown Plan
- Improve traffic/pedestrian and bicycle safety throughout the City
- Adopt Land Use Regulations for Loyola Corners and El Camino Real

The City Council serves as the elected body representing the residents of Los Altos. The City Council is responsible for determining City policies and service standards. Adoption of the two-year Financial Plan by Council allocates the City's financial and human resources to support its goals and objectives for the two-year cycle. The City's Municipal Code and General Plan are also adopted and amended by Council action.

Noteworthy Items of FY18 & FY19 Budget

- Approved a \$25M budget for Hillview Community Center
- Transferred Commissioner Training Budget to Legislative from Non-Departmental
- Continued support of Community Promotion and Outreach Events

FY16 & FY17 Highlights

- Approved a new 10-year contract with Santa Clara County Fire
- Initiated a Downtown Visioning Process
- Recruited and hired a new City Manager and City Attorney
- Initiated a new Loyola Corners Specific Plan
- Began holding Open Office Hours with members of the City Council

	2014/15	2015/16	2016/17	2017/18	2018/19	% Change Over 16/17
Expenditures	Actual	Actual	Adopted	Proposed	Proposed	
City Council	107,870	228,335	285,565	253,930	255,349	-12.5%
	107,870	228,335	285,565	253,930	255,349	-12.5%
						%
						Change Over 16/17
Funding	Actual	Actual	Adopted	Proposed	Proposed	
General Fund	107,870	228,535	285,565	253,930	255,349	-12.5%
	107,870	228,535	285,565	253,930	255,349	-12.5%

Did You Know?

- There are 52.5 acres of City parkland.
- Since its incorporation in 1952, Los Altos has had 42 mayors.





The Executive function of the City includes six program areas: City Manager, City Attorney, City Clerk, Public Information, Economic Development, and Risk Management. The City Manager also ensures the delivery of City services in an efficient and effective manner.

The City Attorney represents the City in all legal matters and coordinates closely with staff in addressing the City's exposure liability. The City Attorney drafts necessary legal documents, ordinances, resolutions, contracts and other documents pertaining to the City's business.

The City Clerk is responsible for facilitating the conduct of business by the City Council and City Commissions and Committees, and fulfilling legal requirements as set forth in the City Code and State law. The Clerk conducts all elections and serves as Official Custodian of all City records.

The Public Information program is responsible for disseminating information to the public through a variety of means including the City's website and social media channels. The Public Information program assists all City departments in communicating information and responding to inquiries in an easy-to-access and understandable manner.

The Economic Development program serves as a liaison between businesses, commercial districts and the City government providing support and assistance

to both existing businesses, commercial districts and the City government providing support and assistance to both existing businesses and prospective businesses looking to locate within the City of Los Altos.

The Risk Management program strives to provide a safe environment for City residents, visitors, and employees, as well as to preserve and protect the City from the risk of accidental loss. These goals are accomplished through efforts of the Risk Management Committee, ensuring a systematic process to identify, measure and control loss exposures to persons and property.

The Assistant City Manager is responsible for various City-wide programs that include Risk Management, City claims, City property recovery and litigation administration, environmental and sustainability programs, administration of regional and community issues, Community Emergency Preparedness programs, collective bargaining, and support to the achievement of Council priorities.

FY16 & FY17 Highlights

- Supported the establishment and implementation of Silicon Valley Clean Energy Authority to provide clean energy to residential and commercial customers
- Participated in regional efforts for community meetings, public hearings and mitigation efforts in response to aircraft noise
- Completed a 10-year successor agreement for contract fire services with Los Altos Hills County Fire District and Santa Clara County Central Fire Protection District
- Developed partnership with community, police and Santa Clara County Fire to support, enhance and encourage advancements in emergency preparedness
- Implemented public education and community outreach efforts for water conservation commensurate with Cal Water, Santa Clara Valley Water District and state mandates for water reduction
- Addresses environmental issues focused on climate action, water and energy conservation and sustainable environments
- Promotion of efforts to engage employees in professional development opportunities

- Engaged in community outreach, events and activities with citizens, organizations and in regional programs
- Implementation of best practices in risk management programs
- Established a City-wide Minimum Wage
- Implemented Open City Hall and City Manager Weekly Update
- Implemented parking management solutions
- Facilitated purchase of Lincoln Park

Noteworthy Items of FY18 & FY19 Budget

- Includes a limited-term Management Analyst Fellow position
- Includes budget for a Downtown Green
- Subsidized Rideshare pilot program
- Pop Up Dining Furniture
- Bike Share pilot Program

FY18 & FY19 Goals

- Continue sound management of City resources
- Continue development and implementation of community emergency preparedness program in partnership with Santa Clara County Fire and community volunteers
- Complete first year implementation of Silicon Valley Clean Energy services to residents and commercial customers
- Continue environmental and sustainability programs along with community outreach and education efforts
- Continue to promote employee professional development opportunities
- Through the leadership of the Risk Management Committee and with the assistance of risk partners, continue best practices in risk management programs
- Support and advance the City Council's priorities
- Implement new community engagement techniques
- Promote economic sustainability
- Advance plans to address aging infrastructure and facilities

Did You Know?

- Once agricultural land, Los Altos was originally developed with the intention of being a commuter town connecting Palo Alto and Los Gatos by train. Train service stopped in 1964 and the Foothill Expressway was created in its place
- The City of Los Altos is a designated Bike Friendly Community – Bronze Level by the League of American Bicyclists
- Los Altos was named an Age-Friendly City by the World Health Organization

Personnel Summary	2014/15	2015/16	2016/17	2017/18	2018/19
City Manager	3	3	3	3	3
City Attorney	--	--	--	--	--
City Clerk	1	1	1	1	1
Economic Development	1	1	1	1	1
Risk Management	1	1	1	1	1
	6	6	6	6	6

Expenditures	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
City Manager	512,709	1,044,879	872,518	1,044,109	1,088,537	19.7%
City Attorney	317,111	593,509	321,062	362,000	362,000	12.8%
City Clerk	408,287	435,361	497,876	426,803	487,207	-14.3%
Economic Development	118,151	167,242	274,718	327,280	298,045	19.3%
Risk Management	2,085,921	779,217	1,261,858	1,355,910	1,434,910	7.5%
	3,442,179	3,020,208	3,228,032	3,516,102	3,670,699	8.9%

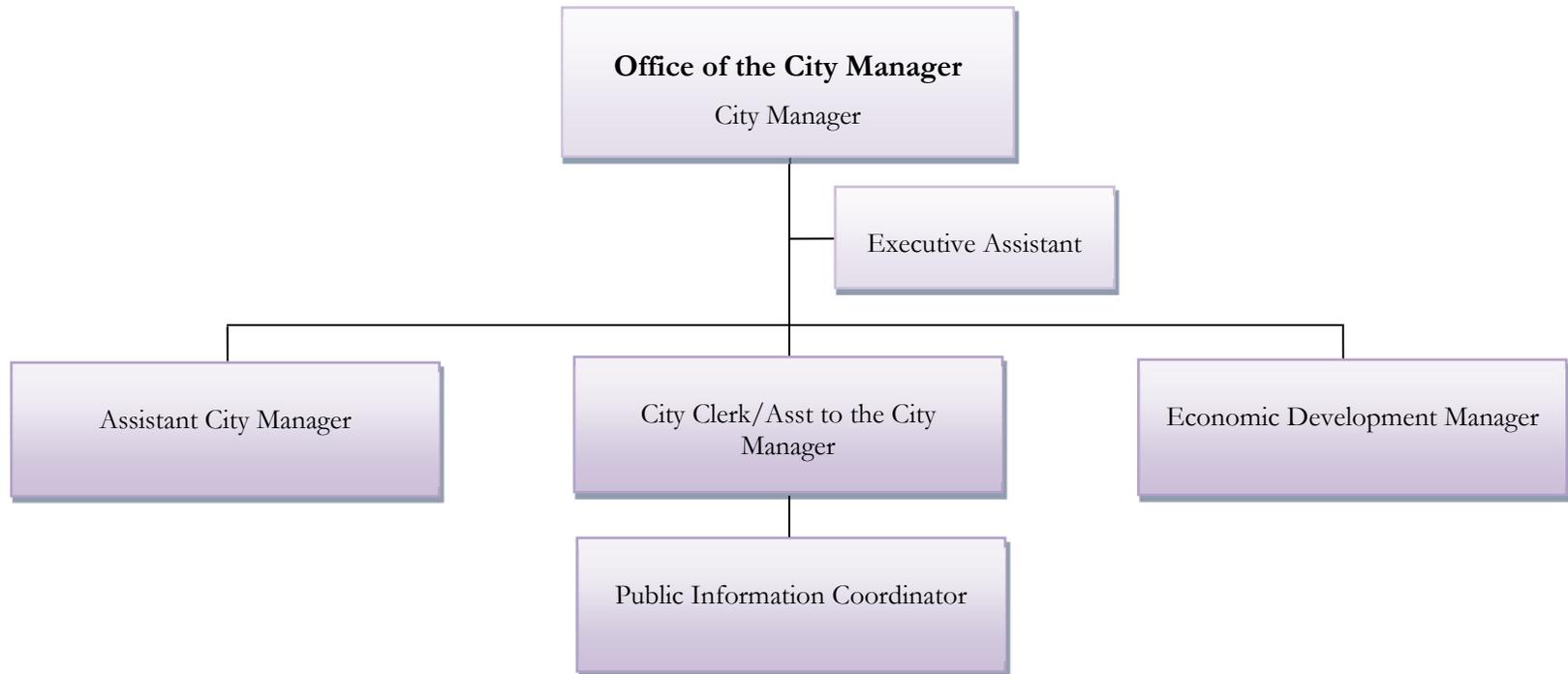
Funding	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
General Fund	1,215,867	2,094,626	1,911,447	2,029,192	2,104,789	6.2%
Self Insurance Fund	2,085,921	779,217	1,261,585	1,355,910	1,434,910	10.1%
Downtown Parking Fund	53,711	50,252	55,000	40,000	40,000	-27.3%
Public Education & Government Access (PEG) Funds	86,680	96,113	-	91,000	91,000	100%
	3,442,179	3,020,208	3,228,032	3,516,102	3,670,699	8.9%







GENERAL GOVERNMENT DEPARTMENT







Administrative Services

The Administrative Services Department encompasses the Finance, Human Resources, and Information Technology divisions. These departments are responsible for meeting the needs of the both internal departments and external customers. Together, these departments ensure that City departments have the resources they need to operate effectively.

The Finance Division is responsible for the safeguarding and accounting of the City's financial assets. This includes the development and management of the budget, reporting of financial information to the City Council and various regulatory agencies, completion of the annual audit process, and investment of the City's assets in accordance with the City's investment policy. The division also handles payroll, accounts payable, accounts receivable, and business license.

The Human Resources Division oversees the City's employment process including recruitment, employee development and training, payroll support and benefit administration. The division ensures compliance with applicable laws and coordinates the employee evaluation process.

The Information Technology Division maintains the City's network infrastructure and applications to ensure that critical city operations can operate 24/7. The division supports technology initiatives within departments to enable greater efficiency using technology.

FY16 & FY17 Highlights

- Completed the annual audit process and produced the City's Comprehensive Annual Financial Report (CAFR) for the fiscal years ended June 30, 2016 and 2015.
- Implemented a paperless payroll process in the Summer of 2015
- Implemented a new Talent Management System that provides applicants the ability to apply for city employment opportunities directly through the City of Los Altos website and simplifies the new employee on-boarding process
- Email system upgrade (2015-2016) – migrated local Exchange 2007 mail server to Microsoft Office 365 cloud-based platform, coupled with an in-house mail archiver to improve service availability, manageability, user friendliness and the efficiency for email search.
- Server and backup system upgrade (2016-2017) – completed the first phase of server upgrade with a new hyper-converged server. Reduced space and electricity consumption by consolidating workloads from five physical servers. The new backup appliance provides local and cloud backup to minimize the risk of losing business continuity in the event of major disaster.

Noteworthy Items of FY18 & FY19 Budget

- Includes a 2-year limited-term Management Analyst Fellow position
- Increased funding for enhanced recruitment for vacant positions
- Includes appropriation for staff recognition and retention initiatives through newly formed Workplace Innovation Team (WIT)

FY18 & FY19 Goals

- Implement a new Financial Enterprise Resource Planning system to replace the City's end of life Financial software, which will enable to the City to streamline operations and make information more readily available
- Update City Personnel Policies and support labor negotiations with employee bargaining groups
- Implement new employee evaluation process
- Re-start the City's wellness program
- Continued enhancement of the City's technology infrastructure, including the replacement of servers with hyper-converged technology, replacement of City telephone system, implementation of mobile device management, and upgrading key business systems
- Provide quality customer services consistently and introduce new technology to streamline processes and improve productivity

Personnel Summary	2014/15	2015/16	2016/17	2017/18	2018/19
Finance	6	6	6	6	6
Human Resources	2	2	2	2	2
Information Technology	2	3	3	3	3
	10	11	11	11	11

Expenditures	2014/15	2015/16	2016/17	2017/18	2018/19	% Change Over 16/17
	Actual	Actual	Budget	Proposed	Proposed	
Finance	1,021,493	990,866	1,147,172	1,270,208	1,296,401	5.8%
Human Resources	603,037	544,436	616,347	852,092	797,483	27.7%
Information Technology	365,222	750,417	928,828	759,339	850,566	-22.3%
Non-Departmental	384,691	1,763,694	466,345	390,000	290,000	-19.6%
	2,374,444	4,049,413	3,158,692	3,219,595	3,201,104	1.9%

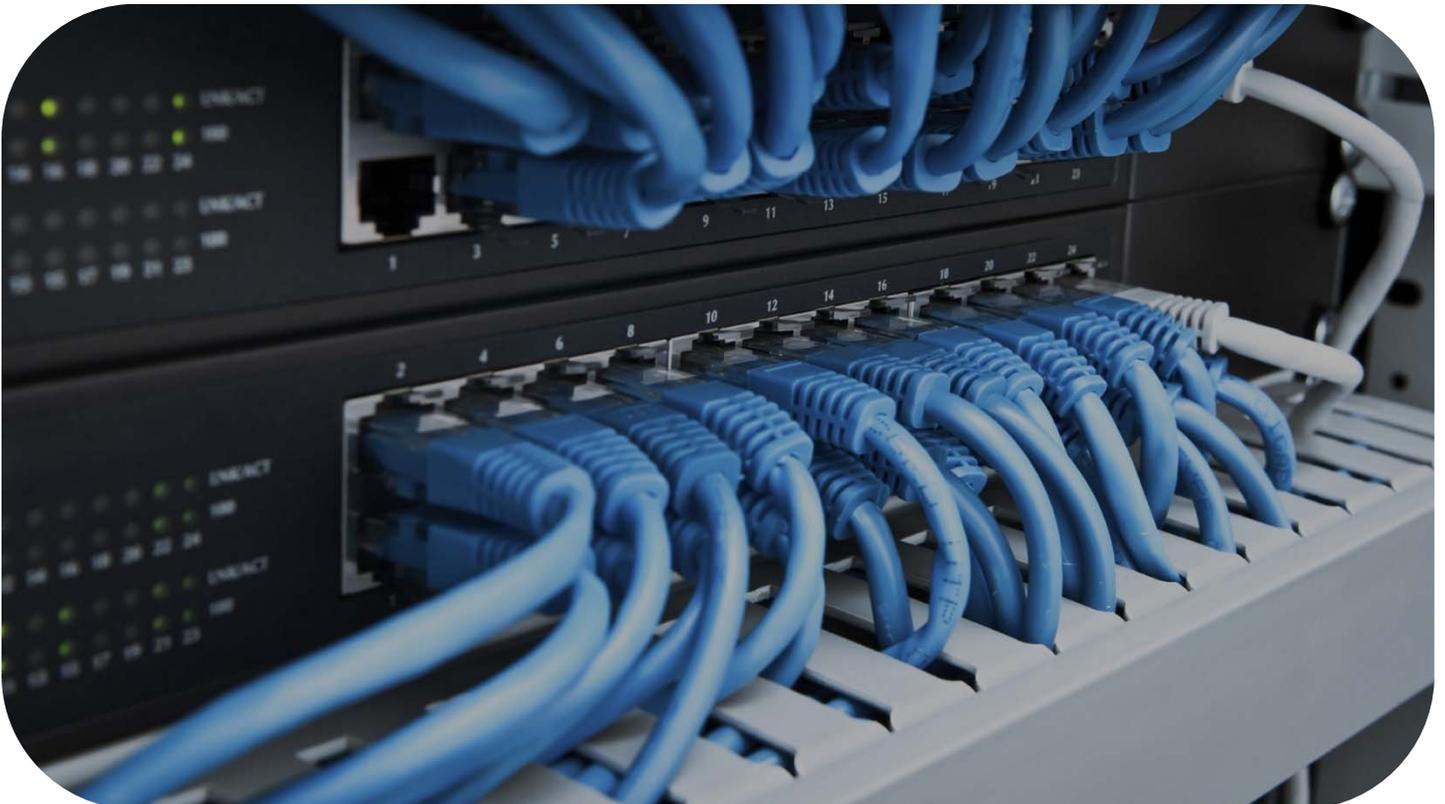
Funding	2014/15	2015/16	2016/17	2017/18	2018/19	% Change Over 16/17
	Actual	Actual	Budget	Proposed	Proposed	
General Fund	2,374,444	4,049,413	3,158,692	3,219,595	3,201,104	1.9%
	2,374,444	4,049,413	3,158,692	3,219,595	3,201,104	1.9%





Did You Know?

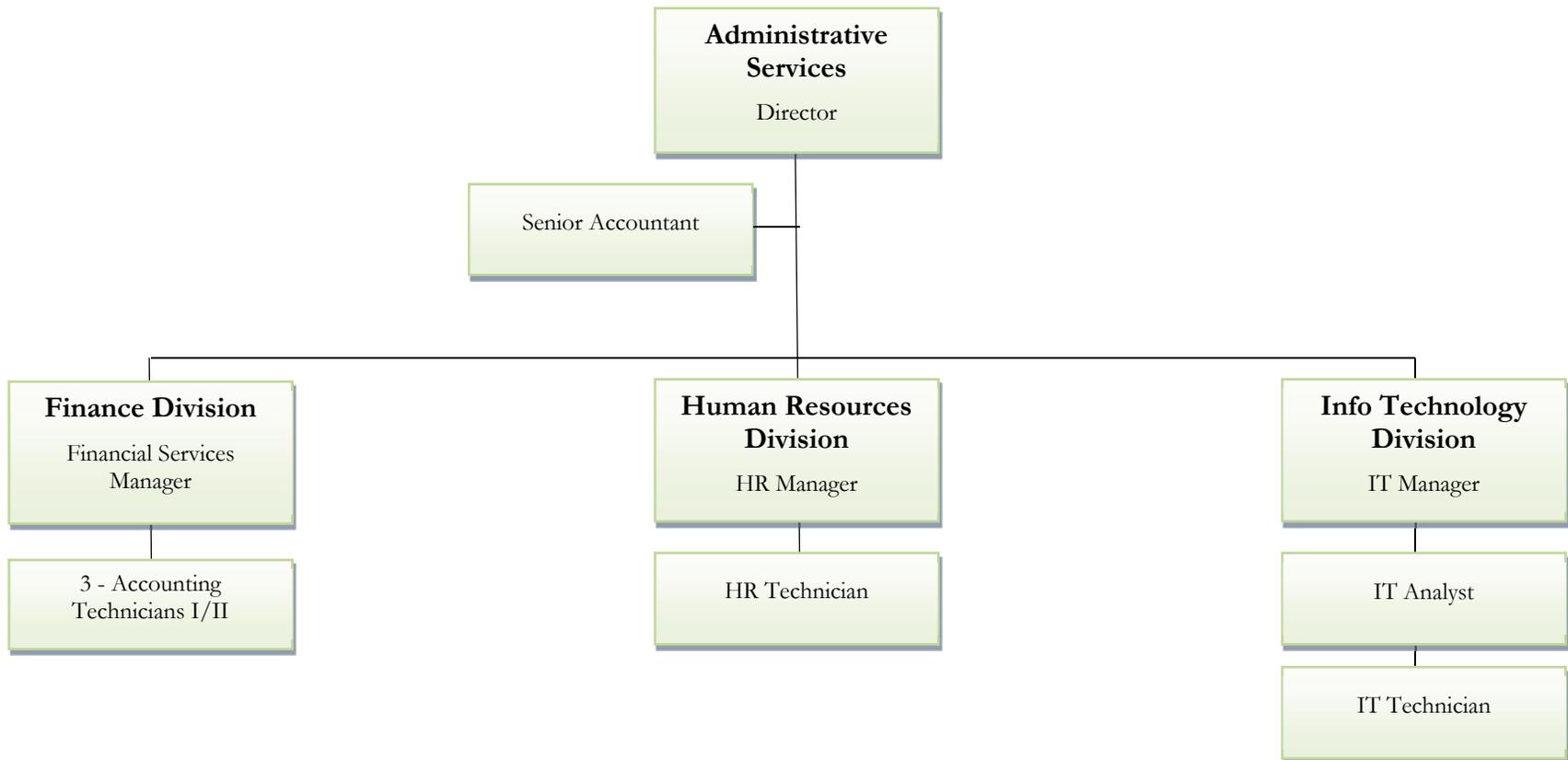
- The Finance Department processes over 8,500 invoices annually
- On average 3,600 business applications (new and renewals) are processed per year
- Since the install of our messaging archiver in November, 2015 our City has received 1.5 million emails and we receive on average 3,000 emails every workday!







ADMINISTRATIVE SERVICES DEPARTMENT





FY16 & FY17 Highlights

- Instituted the update of the Loyola Corners Specific Plan including the preparation of a circulation study and economic analysis
- Processed the Jardin Avenue Annexation to approval by the Local Agency Formation Commission – this resulted in the addition of six residential parcels to Los Altos and changed the City Limit line
- Processed an application for a five story twenty-one (21) unit residential building at 4880 El Camino Real; the project contains affordable residential units
- Took the Downtown Building Committee’s recommendations for changes to zoning code for some of the Downtown Zone districts through the Public Hearing process and on to a hearing before the City Council which approved the code amendments
- Initiated the Downtown Vision Process including conducting an RFP and hiring a Consultant to engage the community and develop a vision for the Downtown
- Developed and received approval for some amendments to the zoning code that provides for the expiration of incomplete applications
- Selected a consultant to review the recommendations of the former Parking Advisory Committee and provided the City Council with an overview of the Consultant’s findings and recommendations
- Processed a single-story overlay district request for the Larkellen Neighborhood
- Identified a permit tracking software vendor that will allow for more efficient tracking of development applications and permits plus the scheduling of construction inspections
- Update and adopt the 2016 California Building Codes

Noteworthy Items of FY18 & FY19 Budget

- Increased budget to support implementation of new permit software
- Adjusted revenue to reflect projected decreased in demand of City permits
- Continued funding in budget for Downtown Visioning and Loyola Corners Specific Plan update



Community Development

The Community Development Department is comprised of the Planning and Building Divisions, which are responsible for current and long range development and related goals, policies, programs, and regulations.

The Planning Division is responsible for the development and administration of programs guiding the physical development of Los Altos, using the General Plan goals, policies and implementation measures to develop regulations and to provide framework for land use decisions and development review, neighborhood and business district Specific Plans, policy documents such as Architectural Design Guidelines, and the City’s Zoning Ordinance. The Division also performs land use and environmental review of development proposals and general public information services, including front counter, telephone and email support, staff-level project meetings, and pre-application development review. The Division supports the Historical, Design Review, and Planning and Transportation Commissions, and the City Council. Division staff further administers the affordable housing, tree protection, historic preservation, flood plain, sign ordinance, and Climate Action Plan programs.

The Building Division is responsible for performing architectural and structural plan checks, scheduling and performing building inspections, and providing general customer information services, in addition to updating and administering the California Building Code and amendments to this code that are specific to the City of Los Altos.

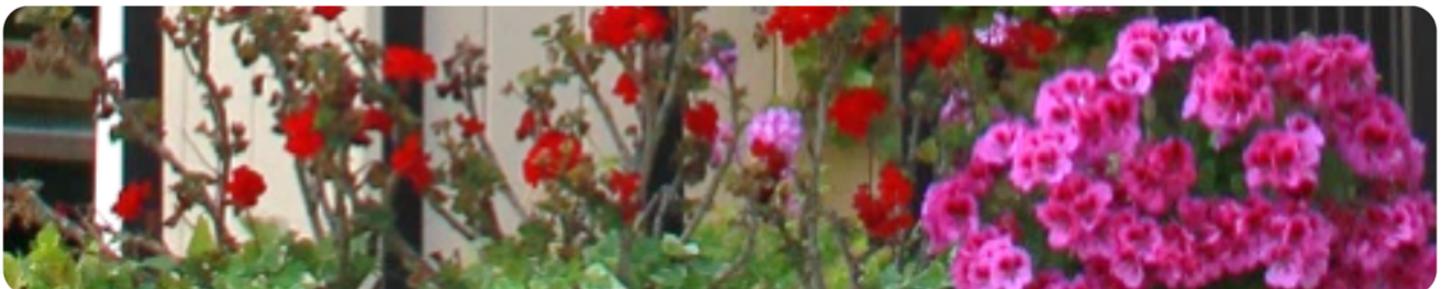
FY18 & FY19 Goals

- Complete the Loyola Corners Specific Plan Update
- Complete the Downtown Vision Plan
- Complete amendments to the CT zoning code and Density Bonus regulations
- Complete amendments to the Accessory Dwelling Unit regulations
- Identify a Housing Provider Partner
- Maintain full staffing levels
- Maintain fully-allocated cost recovery for the Department
- Implement the identified electronic permit tracking software system

Personnel Summary	2014/15	2015/16	2016/17	2017/18	2018/19
Planning	6	6	7	7	7
Building Inspection	7	7	7	7	7
	13	13	14	14	14

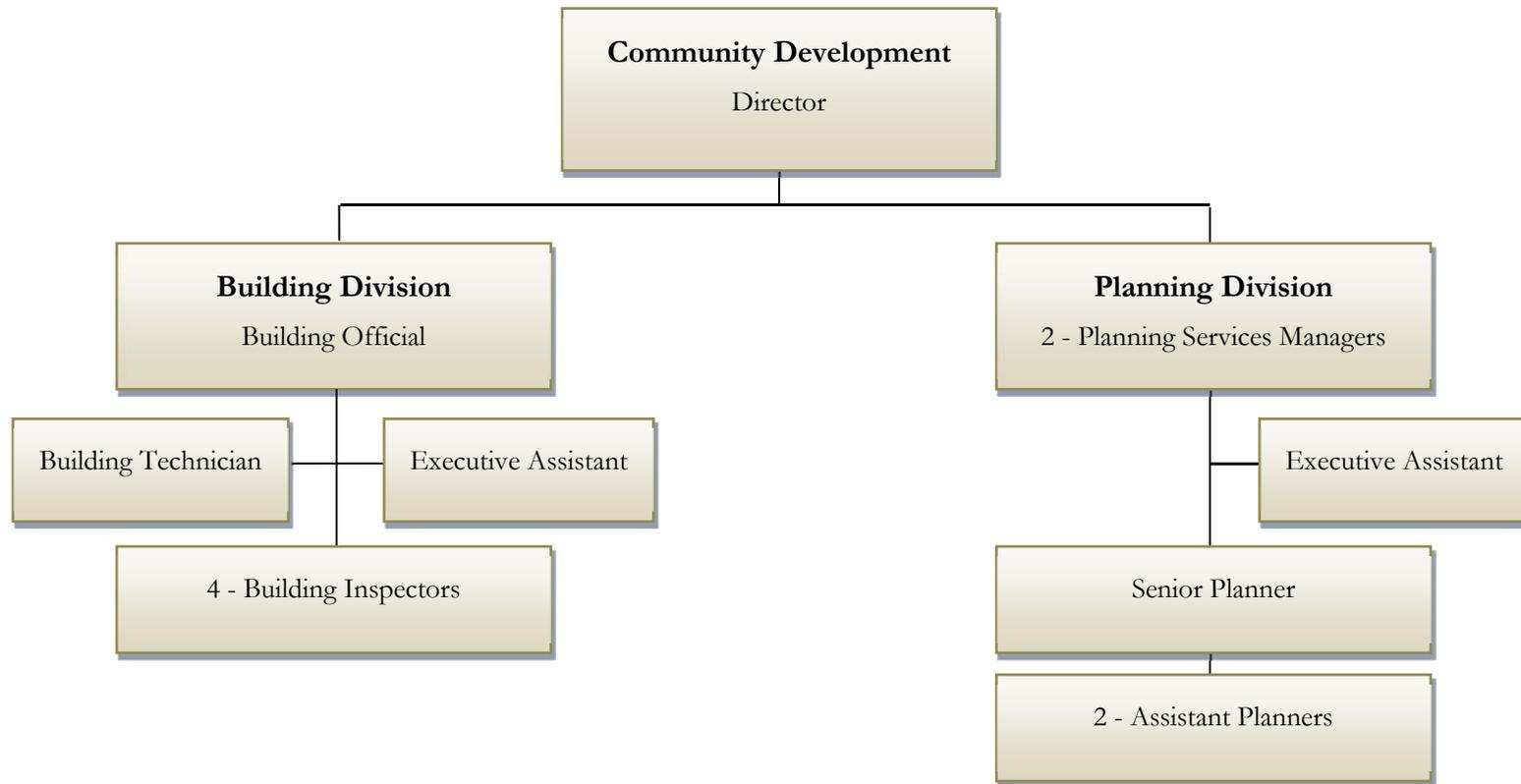
Expenditures	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Planning	1,338,692	1,348,758	1,188,601	1,393,140	1,491,587	14.7%
Building Inspection	1,380,694	1,357,510	1,410,727	1,490,594	1,462,828	4.1%
	2,719,386	2,706,268	2,599,328	2,863,734	2,954,415	9.2%

Funding	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Community Development Fees	2,932,088	2,722,033	2,803,700	2,685,800	2,670,800	-4%
General Fund	-	-	-	177,934	283,615	-
	2,932,088	2,722,033	2,803,700	2,863,734	2,954,415	-4%





COMMUNITY DEVELOPMENT DEPARTMENT







Public Works

The Public Works Department provides stewardship of the City's infrastructures and is responsible for Engineering and Maintenance services.

The Engineering Division oversees capital improvements projects, provides knowledgeable counter service at City Hall, develops budget-appropriate solutions for infrastructure improvements, explores and takes advantage of outside grant fund opportunities, and support Council goals related infrastructure improvements.

The Maintenance Services Division provides for the maintenance of streets, parks, wastewater collection/storm drainage collection systems, building facilities, fleet and equipment. Specific responsibilities include:

- Streets Section maintains 104 miles of City streets to ensure safe conditions for motorists, bicyclists and pedestrians, responds to potholes, stop and yield sign repairs within 24 hours, inspect all storm drain outfalls and address flow line and drainage problems
- Parks Division maintains 52.5 acres of City Parks and 42 acres of City landscape boulevards
- Sewer Section maintains 108 miles of sewage collection system and responds on a 24 hour basis to all residential and users. In addition, Sewer Section maintains 6.3 miles of creeks and 55 miles of storm drain pipes.
- Facility Maintenance maintains 136,000 square feet of buildings/facilities for all City buildings. It provides all preventative maintenance services on schedule and corrective maintenance on a priority basis and ensures

buildings meet Fire Department and Health Department requirements

- Fleet provides automotive/equipment maintenance and repairs for 71 vehicles for all divisions.

FY16 & FY17 Highlights

- Adopted Stormwater Master Plan
- Completed comprehensive city-owned facility condition assessment
- Completed citywide street tree inventory
- Completed Fremont Bridge Project
- Adopted Solid Waste Ordinance and Construction and Demolition Debris Ordinance
- Implemented water conservation measures for city facilities and exceeded 25% water reduction goal mandated by the State

Noteworthy Items of FY18 & FY19 Budget

- Includes \$80,000 for various City beautification projects
- Reflects expenditure savings in gasoline costs due to hybrid fleet of vehicles
- Increased budget for playground inspections and improvements
- Includes \$50,000 for new standby sewer truck and other equipment (Sewer fund)
- Added \$25,000 for Redwood Grove Restoration
- Substantial increase in funding to adequately maintain large trees throughout the City (\$150,000)

FY18 & FY19 Goals

- Design and construct a new/refurbished Hillview Community Center by December 2020 consistent with City Council priority
- Continue to implement Bicycle and Pedestrian Master Plans with focus on school route improvements
- Support the creation of a 10-year Capital Facilities Plan and its on-going updates
- Implement funded pavement improvement projects
- Implement stormwater Municipal Regional Permit requirements and continue efforts to meet 100% trash capture reduction by 2022.
- Conduct public outreach and opinion survey for the creation of dedicated funding sources for the stormwater program
- Continue implementation of Sanitary Sewer Master Plan and Sanitary Sewer Management Plan to maintain serviceability of the sewer system and reduce Sanitary Sewer Overflows.
- Perform sewer rate study and adopt new sewer rates
- Continue to work with solid waste collection service provider to increase waste diversion rate to 76%
- Evaluate and implement a new asset management computer system to better manager city-owned facilities and infrastructure

Personnel Summary	2014/15	2015/16	2016/17	2017/18	2018/19
Maintenance Administration	2	2	2	2	2
Engineering	12.25	11.25	12.25	12.25	12.25
Fleet Maintenance	1.50	1.50	1.50	1.50	1.50
Street Maintenance	7.50	7.50	7.50	7.50	7.50
Parks & Street Landscaping	13	13	13	13	13
Facilities Maintenance	4.50	4.5	4.50	4.50	4.50
Sewer Maintenance	7.25	7.25	7.25	7.25	7.25
	48	47	48	48	48

Public Works — General Fund

Expenditures	2014/15	2015/16	2016/17	2017/18	2018/19	% Change
	Actual	Actual	Budget	Proposed	Proposed	Over
						16/17
Engineering	1,344,456	1,599,824	1,808,163	2,081,264	2,248,415	13.1%
MSC Administration	331,185	441,983	492,035	509,810	531,446	3.5%
Fleet Maintenance	149,899	220,749	203,204	255,170	268,357	20.4%
Street Maintenance	737,551	784,912	1,116,914	994,009	1,010,271	-12.4%
Parks & Street Landscaping	1,985,181	2,161,022	2,312,261	2,465,399	2,425,815	6.2%
Facilities Maintenance	896,272	996,622	1,187,748	1,233,614	1,273,156	3.7%
Stormwater Maintenance	214,528	227,785	208,385	274,026	276,020	24.0%
Transportation	206,657	253,351	265,785	280,500	280,500	5.2%
	5,865,730	6,686,248	7,594,495	8,093,793	8,313,980	6.2%

Funding	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Community Development (Engineering) Fees	254,320	284,367	185,000	195,000	210,000	5.4%
Maintenance Reimbursement Agreement	32,878	54,827	33,060	33,100	33,100	0%
General Fund	5,578,532	6,347,054	7,376,435	7,865,693	8,070,880	6.6%
	5,865,730	6,686,248	7,594,495	8,093,793	8,313,980	6.6%

Public Works – Enterprise Funds

Sewer Enterprise Fund

Funding	2014/15 Actual	2015/16 Actual	2016/17 Adopted	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Sewer Revenues	6,355,478	7,054,224	6,977,430	6,482,100	6,482,100	-7%
	6,355,478	7,054,224	6,977,430	6,482,100	6,482,100	-7%

Expenditures	2014/15 Actual	2015/16 Actual	2016/17 Adopted	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Sewer Maintenance	4,220,770	4,511,246	5,131,229	5,003,199	5,206,833	-2%
	4,220,770	4,511,246	5,131,229	5,003,199	5,206,833	-2%

Solid Waste Enterprise Fund

Funding	2014/15 Actual	2015/16 Actual	2016/17 Adopted	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Solid Waste Revenues	798,963	731,022	760,300	781,000	804,100	3%
	798,963	731,022	760,300	781,000	804,100	3%

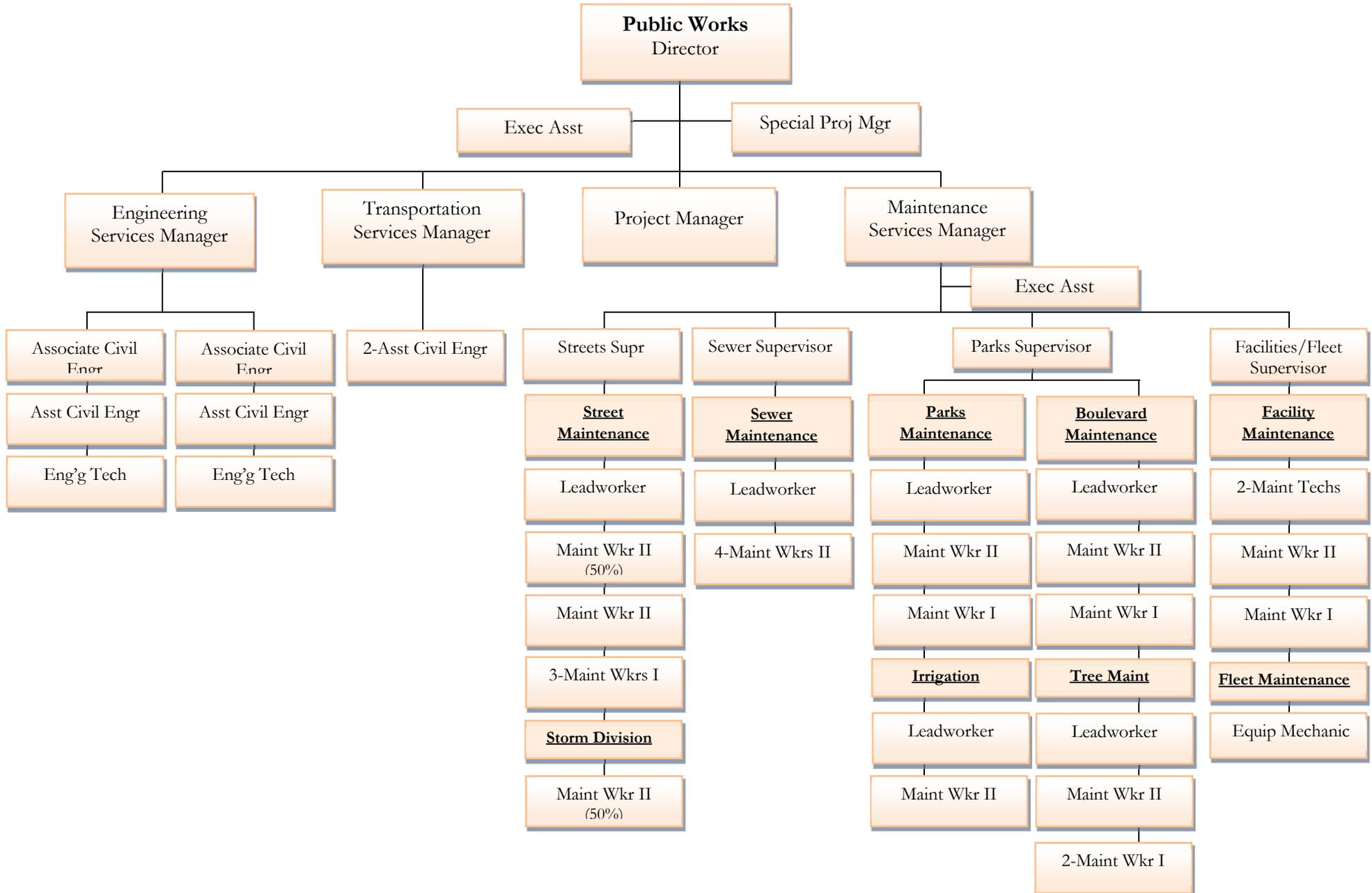
Expenditures	2014/15 Actual	2015/16 Actual	2016/17 Adopted	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Solid Waste Administration	346,945	430,377	555,585	488,153	496,596	-12%
	346,945	430,377	555,585	488,153	496,596	-12%

Did You Know?

- Last fiscal year the City Public Works Department flushed 107 miles of sewer line. That's more than the distance from Los Altos to Big Sur, CA.
- We maintain 6,474 total trees with anticipation of planting 350 more in the next fiscal year. These trees provide approximately \$874,929 in total eco benefits which is a combination of greenhouse gas benefits, water benefits, energy benefits, air quality benefits and property benefits.
- Maintenance maintains 104 miles of city streets and 108 miles of sewage collection systems.



PUBLIC WORKS DEPARTMENT







FY16 & FY17 Highlights

- Successful implementation of the Tri-City virtual consolidation CAD project
- Continued Expansion of Neighborhood Watch/Block Captain program
- Improved School Resource Officer program through expanded outreach/education
- Expanded the department's Social Media Presence
- Expanded Community Policing through new programs such as the *YES Campaign* and *Pumpkin Carving with a Cop*.
- Additional Police Captain position to enhance City and Community Emergency Preparedness efforts through stronger community partnerships
- Coordinated to purchase a dedicated Community Emergency Preparedness container & cache of supplies through the Los Altos Community Preparedness Program (LACEPP).
- Added a Traffic Officer position to enhance traffic safety through education and enforcement

The Police Department is a vibrant, progressive and professional organization dedicated to fostering and maintaining community partnerships. These partnerships promote an enhanced quality of life for our community and ensure that the City of Los Altos remains a great place to live and raise a family. We are committed to our community's public safety priorities; Child and School Safety, Traffic Safety, Safe and Secure Neighborhoods, Safe Shopping Districts, and Emergency Preparedness.

This two-year budget maintains current service levels. The core services provided by the Department are: response to emergency and non-emergency calls for service; proactive identification of criminal activity, traffic safety, investigation of crime and prosecution of criminals, 911 call taking and emergency dispatch services, training of personnel, crime prevention and community outreach, code enforcement, maintenance of records, and property and evidence control.

Noteworthy Items of FY18 & FY19 Budget

- Increased budget for crossing guard services
- Includes \$15,000 for Women SV services
- Adjusted revenue and expenses to better match past trends and history
- Increased focus on retention and recruitment of sworn and non-sworn personnel
- Budget reflects changes of new labor agreement set to take effect July 1, 2017



FY18 & FY19 Goals

- Maintain focus on our Community Priorities
 - Child and School Safety
 - Traffic Safety
 - Safe and Secure Neighborhoods
 - Safe Shopping Districts
 - Emergency Preparedness
- Enhance Community Policing and Customer Service efforts
- Expand outreach and strengthen community partnerships related to Mental Health and Domestic Violence Issues
- Finalize implementation of the Tri-City virtual consolidation Web RMS Project
- Emergency Preparedness program enhancements

Personnel Summary	2014/15	2015/16	2016/17	2017/18	2018/19
Administration	5	5	5	5	5
Patrol Services	19	19	19	19	19
Support Services	11	11	11	11	11
Investigative Services	7	7	7	7	7
Traffic Operations	4	4	4	4	4
Emergency Preparedness	1	1	-	--	--
	47	47	46	46	46

Expenditures	2014/15 Actual	2015/16 Actual	2016/17 Adopted	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Administration	1,486,471	1,579,164	1,713,910	1,831,476	1,920,995	3.9%
Patrol Services	1,544,634	1,653,928	1,724,712	1,827,342	1,925,349	-0.1%
Support Services	1,254,944	1,279,029	1,244,991	1,258,160	1,364,456	-2.8%
Investigative Services	825,835	1,023,400	1,421,918	1,350,749	1,459,519	-9.1%
Traffic Operations	4,037,250	4,407,323	4,721,954	4,728,053	5,055,751	-4.0%
Emergency Preparedness	17,253	33,296	30,050	39,000	39,000	22.9%
Fire Services	5,961,341	6,219,149	6,576,306	6,787,000	7,127,000	3.1%
	15,127,728	16,195,289	17,433,841	17,386,509	18,613,174	-0.3%

Funding	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Proposed	2018/19 Proposed	% Change Over 16/17
Police Fines & Fees	305,007	380,797	395,000	329,000	329,000	-17%
Proposition 172 Sales Tax	408,703	381,019	385,000	388,900	392,800	1%
SLESF	107,062	113,786	100,000	100,000	100,000	-
General Fund	14,306,956	15,319,687	16,553,841	16,568,609	17,791,374	-
	15,127,728	16,195,289	17,433,841	17,386,509	18,613,174	-



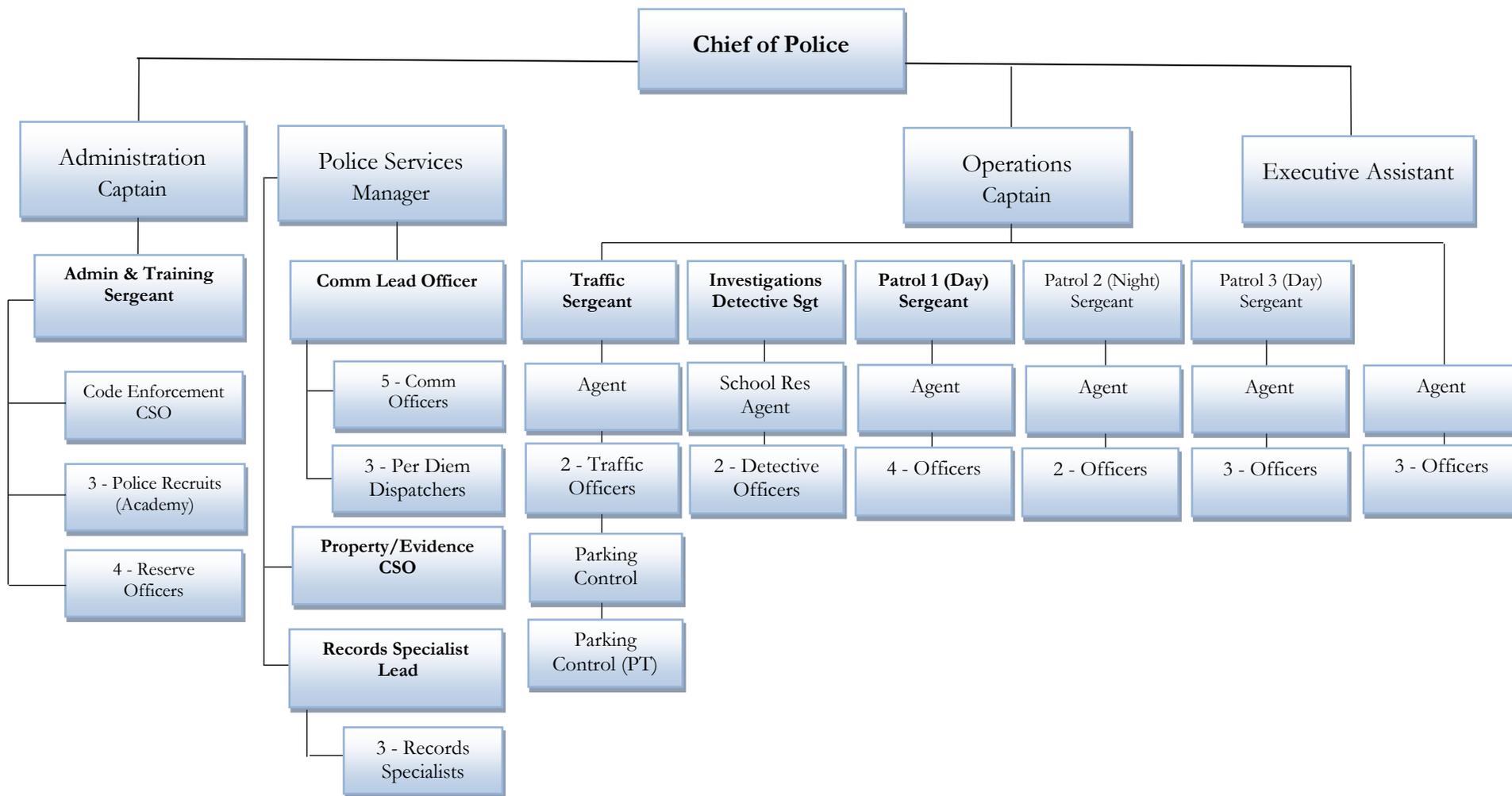
Did you Know?

- The City's Police dispatch unit receives over 8,000 calls per year
- Los Altos Police Department offers free Home Security Inspections to assist residents in addressing security vulnerabilities – call Crime Prevention to schedule your appointment at (650) 947-2776





LOS ALTOS POLICE DEPARTMENT







The Recreation & Community Services Department provides comprehensive recreation programs and services for all ages. Community programming for youth and adults includes classes and camps that focus on wellness of both the mind and body. There is special interest art programming that covers different medias such as watercolors, crafts and computer generated illustrations. The visual arts are also represented through the Youth Theatre program. There is a very robust offering of physical fitness classes ranging from boot camps to chair exercise classes. Sport camps and classes are also a big part of the physical fitness opportunities for the community. Department managed special events are a big part of creating community in the Los Altos area. Events like the Summer Concerts and the New Year's Day Fun Run bring in 700-1000 people per event. Teen focused programming takes place at the Teen Underground facility, while seniors have options to participate in senior focused programming at two locations. Facility rental is managed by the Department and is an additional service for the community and community based groups.

The Recreation & Community Services Department operates in a professional, cost effective manner with a focus on outstanding customer service while keeping pace with the changing community needs and priorities. The Department budget restructuring continues for the FY18-19 budget years. Budget headings have been adjusted to best represent the programming of the designated area. This adjustment also makes expenditure comparisons to the corresponding revenues easier. Cost recovery is an important part of the Recreation & Community

Services budget, and staff will continue to strive for maintaining a direct cost range of 80%, as it has in prior years.

The budget for FY18-19 reflects a balanced approach to department expenditures utilizing both internally run and contractually run activities. Internally, the department budget reflects resources for supplies, facility requirements, and the use of full and part-time staff. Also reflected is contractual usage that helps make it possible to offer diverse activities that serve a wide range of needs across all ages.

FY16 & FY17 Highlights

- Added an additional 2 weeks of the very popular Camp Jellybean in 2016
- Increased use of volunteers in city programs by 5.2%
- Increased programming at Grant Park by adding Monday Senior programming, contract summer camps, and a couple of new classes
- Added new Holiday Camps, Arts and Craft Camp, and new classes
- Offered new teen programming for LAYC dance members that included mobile games truck and open teen play night at the Underground
- Received input on programming needs through use of online community outreach program (Open City Hall)
- Installed new hydration stations with bottle fillers at three different parks (Marymeade, McKenzie, Montclair)

Noteworthy Items of FY18 & FY19 Budget

- Included appropriation to replace various athletic and camp equipment
- Increased \$15,000 for professional activity guide printing
- Increased budget for Junior High Coaches
- Increase of \$6,000 for script royalty fees

FY18 & FY19 Goals

- Facility improvements at Grant Community Center
- Improvements to Garden House and Underground
- Resurfaced the tennis courts at McKenzie and Montclair Parks
- Launch improved recreation registration software
- Rebrand the teen programs to increase participation for younger teens
- Involvement in Project Management Team for the new Hillview Community Center
- Assumed programming for the annual Glorious 4th event at Shoup Park
- Programming responsibilities for the Downtown Green event
- Implement increased art events and programs in collaboration with the Public Arts Commission
- Create more public surveys through Open City Hall program

Personnel Summary	2014/15	2015/16	2016/17	2017/18	2018/19	
Administration	1	1	1	1	1	
Facilities	1	2	2	2	2	
Community Events	2	2	2	2	2	
Classes and Camps	1	1	1	1	1	
Tiny Tots	-	-	-	-	-	
Athletics	-	-	-	-	-	
Senior Programs	1	1	1	1	1	
Teen Programs	1	1	1	1	1	
Theater						
	7	8	8	8	8	
						% Change Over 16/17
Funding	2014/15 Actual	2015/16 Actual	2016/17 Adopted	2017/18 Proposed	2018/19 Proposed	
Recreation Fees	2,167,090	2,123,031	2,167,000	2,176,000	2,176,000	-
General Fund	-	23,647	341,538	99,648	208,730	-29%
	2,167,090	2,146,678	2,508,538	2,275,468	2,384,730	-10%
						% Change Over 16/17
Expenditures	2014/15 Actual	2015/16 Actual	2016/17 Adopted	2017/18 Proposed	2018/19 Proposed	
Administration	461,962	562,232	547,921	747,390	784,003	26.7%
Facilities	379,375	427,962	435,162	383,469	404,841	-13.5%
Community Events	52,767	45,296	51,939	50,156	50,366	-3.6%
Classes and Camps	307,696	248,145	580,426	420,510	436,745	-38.0%
Tiny Tots	159,573	144,300	161,132	213,529	222,035	24.6%
Athletics	382,086	363,295	372,082	125,031	131,409	-197.6%
Senior Programs	197,868	182,600	178,981	211,203	224,075	15.3%
Teen Programs	109,420	128,669	138,425	74,880	82,059	-54%
Theater	49,863	44,179	42,470	49,200	49,200	23.7%
	2,100,609	2,146,678	2,508,538	2,275,468	2,384,730	-10.2%

Did You Know?

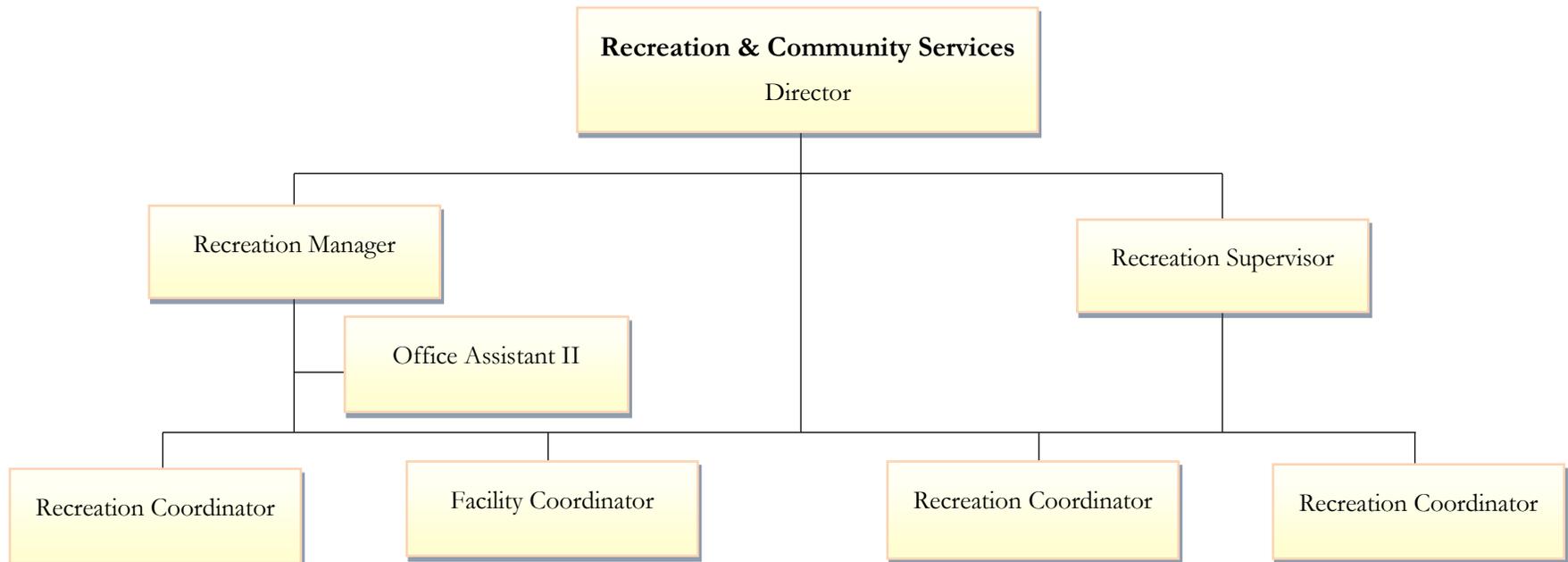
- The Recreation and Community Services Department offers over 2,550 programs and classes each year
- In calendar year 2016, 155 members of the community volunteered for the City of Los Altos totaling 10,125 hours



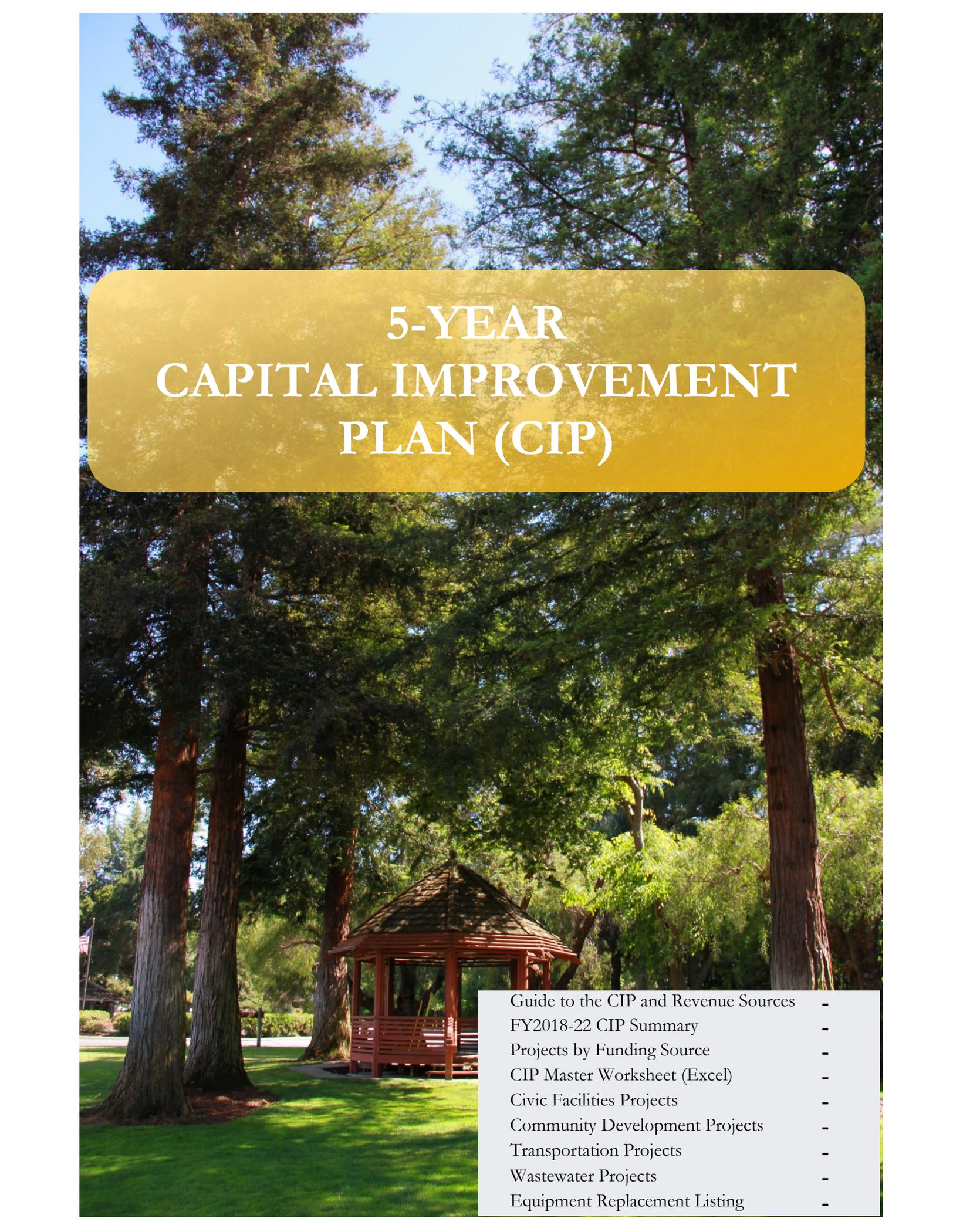




RECREATION & COMMUNITY SERVICES DEPARTMENT





A scenic photograph of a park with tall, mature trees and a wooden gazebo in the center. The scene is bright and sunny, with dappled light on the grass. A yellow rounded rectangle is overlaid on the top half of the image, containing the title text.

5-YEAR CAPITAL IMPROVEMENT PLAN (CIP)

Guide to the CIP and Revenue Sources	-
FY2018-22 CIP Summary	-
Projects by Funding Source	-
CIP Master Worksheet (Excel)	-
Civic Facilities Projects	-
Community Development Projects	-
Transportation Projects	-
Wastewater Projects	-
Equipment Replacement Listing	-





GUIDE TO THE 5-YEAR CIP

Introduction

The Capital Improvement Program (CIP) identifies the City's capital investments over a five-year term. It is both a fiscal and strategic device that allows for the planning, scoping, prioritization and monitoring of all capital projects. The document quantifies and defines costs, funding sources, departmental responsibilities, project phases and timing. Each year the CIP is reviewed and updated as part of the City-wide financial planning and goal-setting process. At the same time, it sets a vision for long-term planning. It is also valuable as a community outreach and communications tool as it speaks to major tax dollar investments that are placed in direct and very visible City-wide infrastructure improvements. Such projects involve larger dollar expenditures that normally have a long useful life cycle.

The CIP includes five years of projected capital needs, the first year of which will be appropriated within the annual budget process. Dollars in the first year of the five-year CIP will be authorized for spending in the project planning, bidding and award process. The remaining four years of the CIP serve as a proposed financial plan subject to annual review.

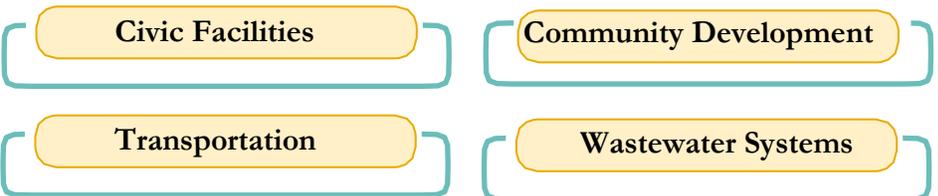
How this Document is Organized

The CIP is broken down into three major sections. The first section is a high level overview that describes projects from a variety of informational perspectives. In this section, projects are presented by year, by category and by funding source. Each project has been assigned a categorical priority designed to support the City's overall goals. In doing so, capital projects have been assigned one of the four following priority classifications:

- Health & Safety
- Asset Preservation
- Efficiencies/Cost Savings
- Quality of Life

Guide to the five-year CIP

The second section provides a detailed description for each capital project within an improvement area or category. These categories are designed to emphasize the particular infrastructure needs of Los Altos, as noted below:



- **Civic Facilities:** Includes general upkeep, repair and replacement of parks, buildings and associated infrastructure and amenities in support of the wide variety of services the City provides to the community.
- **Community Development:** Includes general infrastructure, civic planning, storm drain, technology

enhancements and facilities of a general service nature. Examples include bridges, lighting and median landscaping, technology, communications, master plan and special project studies.

- **Transportation:** Includes roadway enhancements and improvements geared towards pedestrian and bicycle safety, and efficient traffic flow. Upgrade and maintenance is a core part of this category, as well as signal lighting, street striping, traffic calming measures and intersection improvements
- **Wastewater Systems:** Includes improvements to maintain and improve essential sewer systems vital in the preservation of health and safety. This is a highly regulated and environmentally-sensitive area and exists in a self-sustaining fee-based model.

Each of the project descriptions within the various service areas display projected costs for each of the next five years including the proposed allocation for FY 2017/18, planned costs for the following four years, a brief description of each project, the identified area of priority/benefit and a brief commentary of the status of ongoing and current expenditures. For projects where the operational cost impact is known, this information is also included in the description. Inflationary factors are also included where appropriate. All active and proposed projects are developed into individual five-year project formats.

The Capital Improvement Program is an invaluable component of the City's effort to provide a safe, healthy and attractive community.

Health & Safety

Transportation Improvements
Streets & Roadways
Pedestrian & Pathway
Wastewater Systems Improvements
Safety Communications

Ensuring Quality of Life

Community Development
Technology &
Infrastructure Public
Safety Communications
Civic Facilities
Recreation/Parks/Trails
Municipal Facilities

Asset Preservation

Road Resurfacing
Slurry Seal
Facility Maintenance

Efficiency

Technology
Geographic Mapping
Long Term Planning



CIP REVENUE SOURCES

How CIP projects are financed

When it comes to CIP projects, many cities like Los Altos, have had to develop a series of internal and external funding mechanisms. This is because local government resources are limited in nature. Many funding sources are restricted in use and subject to discretionary State subventions. Furthermore, local government revenues are highly sensitive to economic movement and prospects for increases are few and far between. As a result, Los Altos has funded a core percentage of general service improvements from its General Fund, placing such resources in direct competition with operational needs.

Wherever possible, the City seeks out external funding sources. These sources, which are restricted to specific application areas, are defined below:

Restricted Revenue Funds:

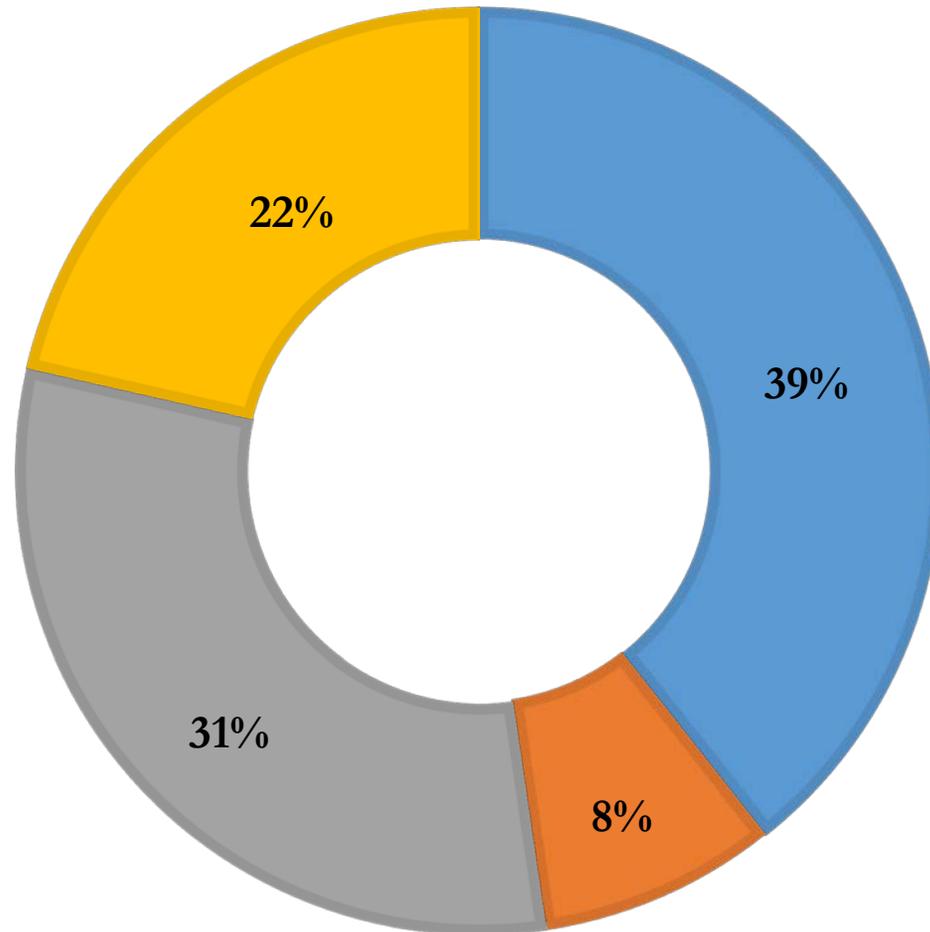
- **Roadways & Traffic**
 - Gas Tax - Financing is provided by the City's share of the State tax on gasoline, which can only be used for the research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit corridors.
 - Transportation Grants - Grant funding from State and Federal sources that can only be used for transportation improvement projects in the City's rights-of-way. Grants of this type in the Silicon Valley have originated from such agencies as the Valley Transit Authority, Federal Stimulus Funds, and the Metropolitan Transit Commission, among others.
 - Traffic Impact Fees - Developer fees in the form of Traffic Impact Fees (TIF) can assist in the area of traffic capacity and flow. TIF funds are generated through the increase in residential housing living units and can be applied to traffic impacts with a focus on enhancing traffic flow and calming measures. Such fees are designed to have developers contribute towards the impact of growth in the local jurisdiction.
 - State Traffic Development Act Funds - The Transportation Development Act (TDA) provides two major sources of funding for public transportation: the Local Transportation Fund (LTF) and the State Transit Assistance fund (STA). These funds are for the development and support of public transportation needs that exist in California and are allocated to areas of each County based on population, taxable sales and transit performance. The allocation of these funds is discretionary at the State level.
- **Community Facilities**
 - Park-In-Lieu Fees - Funding for open space and parks and recreation facilities can be derived from State and Federal grants and/or mostly developer fees. Developer fees in this area, referred to as Park-in-lieu Fees (PIL), are generated based on the growth in the number of livable housing units and can be applied to the acquisition, design,

- construction or repair of parks and recreation properties and facilities.
- **Enterprise Funds**
 - Wastewater - Funding from the services rendered on a user surcharge basis to residents and businesses located in Los Altos and municipal service charges to Los Altos Hills for their pass-through use of the City's system. These revenues also support operation and maintenance of the utility systems. The capital portion is used for underground pipelines, diversion systems, pump stations and distribution channels. CIP project costs in this area are supported by a multi-year Master Plan for this substantial utility system.

Although the City also maintains storm water systems, those utility costs are not fee-based funded at this time and rely on General Fund transfers.

5-YEAR CIP PROJECTS BY TYPE

■ Civic Facilities ■ Community Development ■ Transportation ■ Sewer

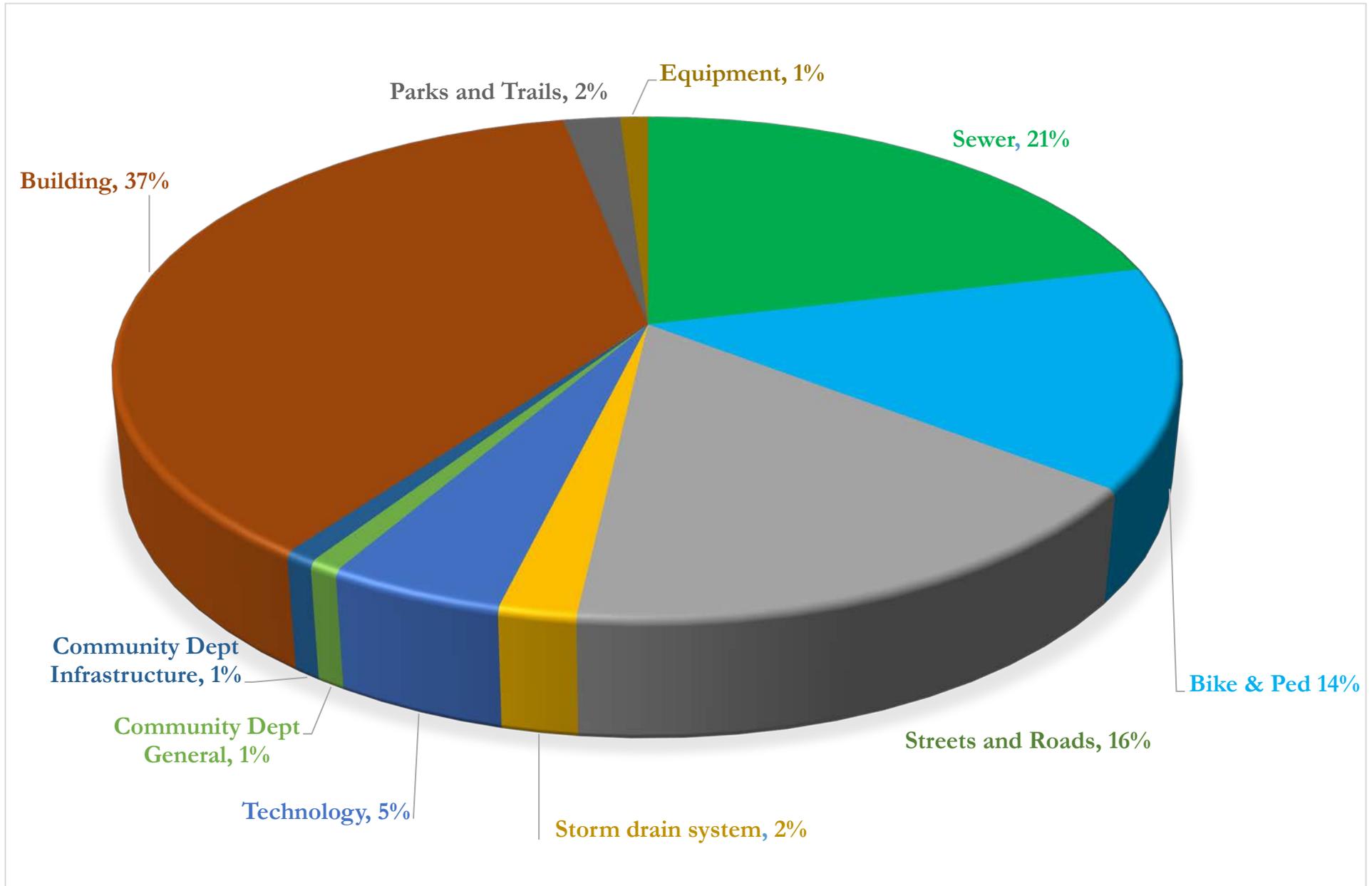


FY2018-22 CIP Plan Summary

\$93,815,780 Total

Category	Budget by Category	Number of Projects
Sewer	\$ 19,968,925	10
Pedestrian and Bicycle	\$ 13,398,879	31
Streets and Roads	\$ 15,420,238	7
Storm drain system	\$ 1,900,000	1
Technology	\$ 4,336,347	4
Community Dept General	\$ 769,500	8
Community Dept Infrastructure	\$ 753,000	4
Building	\$ 34,780,391	10
Parks and Trails	\$ 1,911,000	4
Equipment Replacement	\$ 577,500	10

FY2018-22 CIP Plan Breakdown by Category





FY2018-22 Capital Improvement Program (CIP) Funding Requests by Year

Funding Source	Prior Appropriations Balance as of 3/31/17	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Total Project Funding
CIP/General Fund	8,841,707	6,970,000	13,223,000	14,410,000	2,585,000	2,385,000	48,414,707
Community Development							
Block Grant	230,150	75,000	75,000	75,000	75,000	75,000	605,150
Downtown Parking Fund	100,000	0	0	0	0	0	100,000
Equipment Replacement							
Fund	1,564,000	356,500	145,000	0	0	0	2,065,500
Gas Tax	2,617,044	700,000	800,000	700,000	800,000	700,000	6,317,044
In-lieu Park Fund	565,000	425,000	125,000	275,000	275,000	275,000	1,940,000
Measure B	0	550,000	550,000	550,000	550,000	550,000	2,750,000
Other Funding	7,000	150,000	1,500,000	3,000,000	500,000	500,000	5,657,000
Sewer Fund	8,248,925	2,190,000	2,554,000	2,576,000	2,235,000	2,241,000	20,044,925
TDA Article III Grant	45,429	0	0	50,000	50,000	50,000	195,429
Technology Reserve	2,250,000	250,000	0	0	0	0	2,500,000
Traffic Impact Fees	1,250,025	326,000	745,000	175,000	175,000	175,000	2,846,025
Vehicle Registration Fee	415,000	0	0	0	0	0	415,000
Total	\$ 26,134,280	\$ 11,992,500	\$ 19,717,000	\$ 21,811,000	\$ 7,245,000	\$ 6,951,000	\$ 93,850,780



Fiscal Year 2018-22 Proposed Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Prior Appropriations	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	Total	Expended as of 3/31/17
<i>Civic Facilities</i>										
<i>Parks and Trails</i>										
CF-01005	Covington Bicycle and Pedestrian Improvements	CIP	\$ 446,000						\$ 446,000	\$ 24,238
CF-01009	Annual Pathway Rehabilitation	In-lieu Park Fund	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000	\$ 12,972
CF-01015	Park Hydration Station Installation	In-lieu Park Fund	\$ 40,000						\$ 40,000	\$ 10,639
CF-01017	Annual Park Improvement Project	In-lieu Park Fund		\$ 400,000	\$ 100,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	
<i>Buildings</i>										
CF-01002	Hillview Community Center Redevelopment	CIP	\$ 273,500	\$ 3,000,000	\$ 10,000,000	\$ 12,000,000			\$ 25,273,500	\$ 659,619
		General Fund	\$ 400,000						\$ 400,000	
CF-01003	Annual Civic Facilities Improvement Project	CIP	\$ 425,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 6,425,000	\$ 121,069
CF-01007	City Hall HVAC System Upgrades	Equipment Replacement Fund	\$ 500,000						\$ 500,000	\$ 98,317
		CIP	\$ 251,891						\$ 251,891	
CF-01008	Grant Park Community Center Improvement Project	In-lieu Park Fund	\$ 475,000						\$ 475,000	\$ 216,547
CF-01010	Annual ADA Improvements (Facilities)	CIP	\$ 150,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 525,000	\$ 4,412
CF-01011	City Hall Emergency Backup Power Generator	CIP			\$ 55,000				\$ 55,000	
CF-01013	MSC Fuel Dispensing Station Overhead Canopy	CIP		\$ 25,000					\$ 25,000	
CF-01014	City Hall Roof Replacement	CIP	\$ 330,000						\$ 330,000	
CF-01016	Waterline Backflow Preventers	CIP	\$ 220,000						\$ 220,000	\$ 46,279
CF-01018	MSC Parking Lot Resurfacing	CIP			\$ 300,000				\$ 300,000	
<i>Community Development</i>										
<i>Infrastructure</i>										
CD-01007	First Street Utility Undergrounding Phase II	CIP	\$ 240,000						\$ 240,000	\$ 75,430
CD-01015	Lincoln Park Utility Undergrounding	CIP	\$ 25,000				\$ 200,000		\$ 225,000	
CD-01017	First Street Streetscape Design -- Phase II	CIP	\$ 268,000						\$ 268,000	

Fiscal Year 2018-22 Proposed Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Prior Appropriations	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	Total	Expended as of 3/31/17
CD-01018	Downtown Lighting Cabinet Replacement	CIP		\$ 20,000					\$ 20,000	
General										
CD-01002	Commercial Wayfinding Sign Program	CIP	\$ 165,000						\$ 165,000	\$ 116,081
CD-01003	Public Arts Projects	CIP	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 70,000	\$ 13,448
CD-01009	Walter Singer Bust Relocation	CIP	\$ 10,000						\$ 10,000	
CD-01010	Foothill Expressway Median Trees	CIP	\$ 49,500						\$ 49,500	
CD-01013	Downtown Vision	CIP	\$ 125,057						\$ 125,057	\$ 31,661
		General Fund	\$ 174,943						\$ 174,943	
CD-01014	Downtown Parking	Downtown Parking Fund	\$ 100,000						\$ 100,000	
CD-01016	Public Arts Master Plan	CIP	\$ 50,000						\$ 50,000	
CD-01020	Climate Action Plan Implementation Program	CIP		\$ 25,000					\$ 25,000	\$ -
Technology										
CD-01005	Silicon Valley Regional Interoperability Authority Project	CIP	\$ 375,000						\$ 375,000	\$ 165,002
CD-01006	Police Records Management & Dispatch System	Equipment Replacement Fund	\$ 1,064,000						\$ 1,064,000	\$ 835,669
CD-01008	IT Initiatives	CIP	\$ 291,398						\$ 291,398	\$ 436,029
		Technology Fund	\$ 2,250,000	\$ 250,000					\$ 2,500,000	
CD-01019	Public Works Electronic Document Management	CIP	\$ 35,949	\$ 35,000	\$ 35,000				\$ 105,949	
Storm Drain System										
CD-01012	Annual Storm Drain Improvements	CIP	\$ 400,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,900,000	\$ 52,630

Fiscal Year 2018-22 Proposed Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Prior Appropriations	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	Total	Expended as of 3/31/17
Transportation										
Streets and Roads										
TS-01001	Street Resurfacing	CIP	\$ 1,386,966	\$ 600,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 2,986,966	\$ 1,776,173
		Gas Tax	\$ 1,530,500	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 3,280,500	
		Road Maint. & Acct Act		\$ 150,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,150,000	
		Measure B		\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,750,000	
TS-01002	First Street Resurfacing	CIP	\$ 300,000						\$ 300,000	
TS-01003	Street Striping	Gas Tax	\$ 291,544	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 791,544	\$ 216,872
		CIP	\$ 8,456						\$ 8,456	\$ -
TS-01004	Street Slurry Seal	Gas Tax	\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,750,000	\$ 450,801
		CIP	\$ 151,670						\$ 151,670	\$ -
TS-01008	Annual ADA Improvements (Streets and Roadways)	CDBG	\$ 60,150	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 435,150	\$ 110,719
		General Fund	\$ 45,952						\$ 45,952	
		CIP	\$ 25,000						\$ 25,000	
TS-01009	City Alley Resurfacing	Gas Tax	\$ 295,000		\$ 100,000		\$ 100,000		\$ 495,000	\$ 74,321
TS-01039	Fremont Ave Pedestrian Bridge Rehabilitation	CIP		\$ 250,000					\$ 250,000	
Pedestrian and Bicycle Safety										
TS-01005	Concrete Repair	CIP	\$ 697,779	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,697,779	\$ 620,192
TS-01006	Traffic Sign Replacement	CIP	\$ 125,000	\$ 25,000					\$ 150,000	\$ 11,786
TS-01007	Neighborhood Traffic Management Plan	CIP	\$ 75,000						\$ 75,000	\$ 23,404
		Traffic Impact Fees		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000	
		Donations	\$ 7,000						\$ 7,000	
TS-01013	Transportation Enhancements	CIP	\$ 25,000	\$ 25,000		\$ 25,000			\$ 75,000	
TS-01018	Foothill Expressway Improvement between El Monte Ave & San Antonio Rd	Traffic Impact Fees	\$ 440,000						\$ 440,000	
		VRF	\$ 52,000						\$ 52,000	
		CIP	\$ 270,000						\$ 270,000	

Fiscal Year 2018-22 Proposed Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Prior Appropriations	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	Total	Expended as of 3/31/17
TS-01022	Collector Street Traffic Calming	Traffic Impact Fees	\$ 222,900						\$ 222,900	\$ 92,944
TS-01030	El Monte/Springer Intersection Improvements	Traffic Impact Fees	\$ 100,000	\$ 211,000					\$ 311,000	
TS-01031	Illuminated Crosswalk Replacement	Traffic Impact Fees	\$ 320,000						\$ 320,000	\$ 339
TS-01032	Speed Feedback Sign at Fremont	Traffic Impact Fees	\$ 20,000						\$ 20,000	
TS-01033	Miramonte Ave Path	CIP	\$ 331,200		\$ 250,000				\$ 581,200	\$ 72,897
		VERBS Grant Funds			\$ 1,000,000				\$ 1,000,000	
		Other future grants				\$ 2,500,000			\$ 2,500,000	
TS-01034	W. Edith Avenue/University Avenue Crosswalk Improvements (School Route Project)	TDA Article III Grant	\$ 45,429						\$ 45,429	\$ 30,186
		CIP	\$ 153,446						\$ 153,446	
TS-01035	University Ave/Lincoln Crosswalk Improvements (School Route Project)	CIP	\$ 154,000						\$ 154,000	
		CDBG	\$ 170,000						\$ 170,000	
TS-01036	Miramonte Ave/Berry Ave Intersection Improvements (School Route Project)	CIP	\$ 120,000	\$ 130,000					\$ 250,000	
TS-01037	San Antonio Road/West Portola Avenue Improvements (School Route Project)	Traffic Impact Fees	\$ 167,125		\$ 670,000				\$ 837,125	
TS-01038	El Monte Ave Sidewalk Gap Closure - Edith Ave to Almond Ave (School Route Project)	CIP	\$ 191,000						\$ 191,000	
TS-01039	Arboretum Drive Speed Feedback Sign (School Route Project)	CIP		\$ 30,000					\$ 30,000	

Fiscal Year 2018-22 Proposed Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Prior Appropriations	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	Total	Expended as of 3/31/17
TS-01040	Fremont Ave/Truman Ave Intersection Improvements (School Route Project)	Traffic Impact Fees		\$ 40,000					\$ 40,000	
TS-01041	Los Altos Ave/Santa Rita School Crossing Improvements (School Route Project)	CIP		\$ 40,000					\$ 40,000	
TS-01042	Los Altos Ave/W. Portola Ave Crosswalk Improvements (School Route Project)	CIP		\$ 77,000					\$ 77,000	
TS-01043	Santa Rita Avenue Bike Boulevard (School Route Project)	CIP		\$ 65,000					\$ 65,000	
TS-01044	El Monte Walkway Improvement (School Route Project)	CIP		\$ 200,500					\$ 200,500	
TS-01045	Covington Rd at Riverside Ave Pedestrian Improvements (School Route Project)	CIP		\$ 45,000					\$ 45,000	
TS-01046	Springer Road/Fremont Ave Pedestrian Improvements (School Route Project)	CIP		\$ 112,500					\$ 112,500	
TS-01047	Grant Rd/Morton Ave Pedestrian Improvements (School Route Project)	CIP		\$ 80,000					\$ 80,000	
TS-01048	Bicycle Count Stations (School Route Project)	CIP			\$ 143,000				\$ 143,000	
TS-01049	Traffic Signal Control Upgrades	VRF-ITS	\$ 363,000						\$ 363,000	
TS-01050	Carmel Terrace Sidewalk Gap Closure Project	CIP			\$ 350,000				\$ 350,000	
TS-01051	University Ave/Milverton Rd Sidewalk Gap Closure Project	CIP			\$ 55,000				\$ 55,000	

Fiscal Year 2018-22 Proposed Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Prior Appropriations	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	Total	Expended as of 3/31/17
TS-01052	Annual Bicycle/Pedestrian Access Improvements	CIP				\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,050,000	
		TDA Article III Grant				\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000	
		Traffic Impact Fees				\$ 100,000	\$ 100,000	\$ 100,000	\$ 300,000	
TS-01053	Traffic Sign Battery Backup Systems	CIP		\$ 250,000					\$ 250,000	
TS-01054	Crosswalk Improvements at St. Joseph Ave. and Deodora Dr.	CIP		\$ 150,000					\$ 150,000	
Wastewater										
<i>Sewer</i>										
WW-01001	Sewer System Repair Program	Sewer	\$ 1,925,717	\$ 600,000	\$ 610,000	\$ 620,000	\$ 630,000	\$ 640,000	\$ 5,025,717	\$ 817,989
WW-01002	Structural Reach Replacement	Sewer	\$ 2,388,974	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 6,388,974	\$ 623,979
WW-01003	Root Foaming	Sewer	\$ 1,334,339	\$ 274,000	\$ 281,000	\$ 288,000	\$ 295,000	\$ 305,000	\$ 2,777,339	\$ 435,951
WW-01004	South Sewer Replacement	Sewer	\$ 1,136,890						\$ 1,136,890	\$ 273,664
WW-01005	CIPP Corrosion Replacement	Sewer	\$ 948,536	\$ 320,000	\$ 333,000	\$ 340,000	\$ 350,000	\$ 360,000	\$ 2,651,536	\$ 273,539
WW-01006	Fats, Oils, Grease Program (FOG)	Sewer	\$ 167,509	\$ 60,000	\$ 62,000	\$ 64,000	\$ 66,000	\$ 68,000	\$ 487,509	\$ 85,198
WW-01008	GIS Updates	Sewer	\$ 215,681	\$ 60,000	\$ 62,000	\$ 64,000	\$ 66,000	\$ 68,000	\$ 535,681	\$ 56,984
WW-01009	Sewer System Management Plan Update	Sewer	\$ 66,279		\$ 26,000		\$ 28,000		\$ 120,279	\$ 42,291
WW-01010	SCVWD Sewer Main	Sewer	\$ 65,000						\$ 65,000	
WW-01011	Sanitary Sewer Video Inspection	Sewer			\$ 380,000	\$ 400,000			\$ 780,000	
Equipment Replacement										
	Replacement Radios for Police Cars	Equipment Replacement Fund		\$ 21,000					\$ 21,000	

Fiscal Year 2018-22 Proposed Capital Improvement Program Summary

Project #	Project Name	Funding Sources	Prior Appropriations	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	Total	Expended as of 3/31/17	
	Replacement Radios for Motorcycles (4)	Equipment Replacement Fund		\$ 40,500					\$ 40,500		
	Marked Patrol Vehicles (3)	Equipment Replacement Fund		\$ 135,000	\$ 145,000				\$ 280,000		
	Hillview Minivan for Programs and Facilities	Equipment Replacement Fund		\$ 30,000					\$ 30,000		
	Flat Saw for Streets	Equipment Replacement Fund		\$ 40,000					\$ 40,000		
	Replace Forklift	Equipment Replacement Fund		\$ 33,000					\$ 33,000		
	Heavy duty work truck for Parks	Equipment Replacement Fund		\$ 57,000					\$ 57,000		
	Camera for Lateral Sewer Pipe	Sewer Fund		\$ 14,000					\$ 14,000		
	Portable Trash Pumps	Sewer Fund		\$ 12,000					\$ 12,000		
	24-Hour Standby Vehicle	Sewer Fund		\$ 50,000					\$ 50,000		
TOTAL				\$ 26,099,280	\$ 11,992,500	\$ 19,717,000	\$ 21,811,000	\$ 7,245,000	\$ 6,951,000	\$ 93,815,780	\$ 9,010,271

New Proposed Projects
 Major Changes to Existing Projects

CIP Project Descriptions

Page

Civic Facilities

Community Development

Transportation

Wastewater Systems

Equipment Listing



Annual Park Improvements

This annual project provides for the design and construction and matching grant fund contributions for repair and improvements of parks throughout the City. Park improvement projects will be guided by the Parks Plan as well as the Parks and Recreation Commission.



Civic Facilities -- Parks/Trails

CF-01017

Priority: Asset Preservation

Project Lead: C. Lamm

Initial Funding Year: 2017/18	Planned Start Date: 2017/18	Target Completion Date: Ongoing
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Appropriations	Budget	Planned	Planned	Planned	Planned	

Project Estimates

Annual Park Improvements	--	400,000	100,000	250,000	250,000	250,000	1,250,000
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Funding Sources

CIP	--	400,000	100,000	250,000	250,000	250,000	1,250,000
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Total	--	400,000	100,000	250,000	250,000	250,000	1,250,000
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Hillview Community Center



This project will accommodate the design and construction of a new Community Center replacing the outdated Hillview Community Center. The project will also include site work and outdoor park facilities and amenities related to the construction of the new facility.

Civic Facilities -- Buildings

CF-01002

Priority: Asset Preservation

Project Lead: C. Jordan

Initial Funding Year: 2013/14	Planned Start Date: 2013/14	Target Completion Date: December 2020
Project Status: In Study	Expended as of March 31, 2017: \$659,619	Operating Budget Impact: --



	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project Estimates

Civic Center Redevelopment	673,500	3,000,000	10,000,000	12,000,000	--	--	25,673,500
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Funding Sources

CIP	273,500	3,000,000	10,000,000	12,000,000	--	--	25,273,500
General Fund	400,000	--	--	--	--	--	400,000

Total	673,500	3,000,000	10,000,000	12,000,000	--	--	25,673,500
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City Hall Emergency Back-up Power Generator



The existing stand-by generator at City Hall was installed in 1998 and was brought over from the Police Department. The City has been required by Bay Area Air Quality Management District (BAAQMD) and California Air Resources Board (CARB) to register the emergency generator under the Portable Equipment Registration Program. The generator is subject to unscheduled inspections by the State for compliance with emission requirements. While the existing generator is meeting the current emission requirements, it is aging and at risk of exceeding emission standards soon. The new more energy-efficient Cummings generator will meet all BAAQMD requirements and will be more cost-effective to operate.

Civic Facilities -- Buildings

CF-01011	Priority: Asset Preservation	Project Lead: K. Prasad
Initial Funding Year: 2017/18	Planned Start Date: 2017/18	Target Completion Date: December 2017
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project Estimates

City Hall Emergency Backup Power Generator Replacement	--	--	55,000	--	--	--	55,000
--	----	----	--------	----	----	----	--------

Funding Sources

CIP	--	--	55,000	--	--	--	55,000
Total	--	--	55,000	--	--	--	55,000



MSC Fuel-Dispensing Station Overhead Canopy



The fuel dispensing island at the Municipal Services Center (MSC) has an above ground holding tank with containment wall around it. It is necessary to build a canopy to limit storm water entering the contained area and to provide cover for the fueling station to prevent excessive weathering of the electronic screens and keypads.

Civic Facilities -- Buildings

CF-01013		Priority: Asset Preservation	Project Lead: K. Prasad
Initial Funding Year: 2017/18	Planned Start Date: 2017/18	Target Completion Date: June 2018	
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --	

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
	Appropriations	Budget	Planned	Planned	Planned	Planned	Total

Project Estimates

MSC Fuel Station Overhead Canopy	--	25,000	--	--	--	--	25,000
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Funding Sources

CIP	--	25,000	--	--	--	--	25,000
Total	--	25,000	--	--	--	--	25,000



Lincoln Park Utility Undergrounding



This project will underground the existing aerial electrical distribution and communication lines located within and adjacent to Lincoln Park from West Edith Avenue to Sherman Street. The project will be completed utilizing a combination of Santa Clara County Rule 20A funds, paid directly by PG&E, and the City's Capital Improvement Project fund. The City is responsible for costs associated with the formation of the underground utility district and other site-specific construction costs not covered by Rule 20A funds. While the formation of the underground utility district will occur in fall 2016, PG&E estimates actual construction of the project will begin in five to seven years. The aerial transmission electrical lines located at the top of several poles are not eligible for use of Rule 20A funds and are not included in the scope of this project.

Community Development -- Infrastructure

CD-01015 **Priority:** Asset Preservation **Project Lead:** D. Brees

Initial Funding Year: 2016/17	Planned Start Date: 2016/17	Target Completion Date: 2021/22
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
	Appropriations	Budget	Planned	Planned	Planned	Planned	Total

Project Estimates

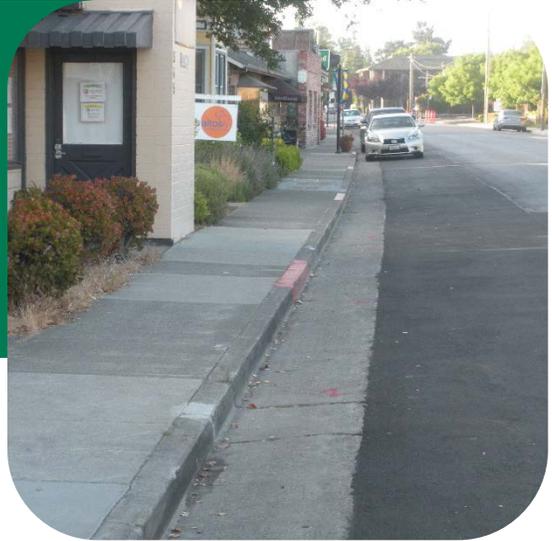
Lincoln Park Utility Undergrounding	25,000	--	--	--	200,000	--	225,000
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Funding Sources

CIP	25,000	--	--	--	200,000	--	225,000
Total	25,000	--	--	--	200,000	--	225,000



First Street Streetscape Design—Phase II



This project will continue the streetscape improvements on First Street from Main Street to San Antonio Road. The objectives of the project include providing improved public infrastructure and ensuring design continuity to increase public access, enhance pedestrian/bicycle safety and invigorate this portion of the downtown area. The project will address design layout, pedestrian scaled lighting, site furnishings, street trees, landscaping, drainage, grading and provide typical cross sections.

Project implementation will be completed in two stages. The first stage will determine the scope and limits of the project. This stage will include the identification of design considerations including parking related issues, property setbacks, and project limits within the public right-of-way. Public meetings for this stage will include presentations to the Planning and Transportation Commission and the City Council. The project will proceed to the next stage upon Council approval of the project scope and limits.

Stage two of the design process will address the actual streetscape layout and landscape elements. The services of a civil engineer/landscape architect will be secured to assist staff in the development of the project design plan. Public meetings for this stage will include meeting(s) with First Street property owners and tenants, as well as presentations to the Los Altos Village Association, the Chamber of Commerce, and the Planning and Transportation Commission.

Community Development -- General

CD-01017

Priority: Quality of Life

Project Lead: D. Brees

Initial Funding Year:

2016/17

Planned Start Date:

2016/17

Target Completion Date:

June 2017

Project Status:

Not Started

Expended as of March 31, 2017:

--

Operating Budget Impact:

--



Downtown Lighting Cabinet Replacement

Some of the downtown lighting cabinets have reached the end of their useful life and need replacement. This project will replace two lighting cabinets in downtown and provide additional outlets in locations of need.



Community Development -- General

CD-01018	Priority: Asset Preservation	Project Lead: D. Fanucchi
Initial Funding Year: 2017/18	Planned Start Date: 2017/18	Target Completion Date: October 2017
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Appropriations		Budget	Planned	Planned	Planned	Planned	

Project Estimates

Downtown Lighting Cabinet Replacement	--	20,000	--	--	--	--	20,000
--	----	--------	----	----	----	----	--------

Funding Sources

CIP	--	20,000	--	--	--	--	20,000
Total	--	20,000	--	--	--	--	20,000



Commercial Wayfinding Sign Program

Los Altos



Downtown
Left on Main St.

The City of Los Altos currently has a wayfinding sign system made up of a collection of different sign types and styles that have been developed over the course of several decades. The existing signs lack cohesion and are not comprehensive in nature. Not all destinations are signed for, and there are no signs within the commercial districts that direct patrons to parking. This project would create a comprehensive wayfinding sign system to direct visitors to the commercial districts and civic destinations in Los Altos.

Phase 1 of the project includes key directional signs for all the commercial districts along

Foothill Expressway, El Camino Real, San Antonio Road, and El Monte Avenue. Phase 1 also includes the parking directional signs in downtown and Loyola Corners. Phase 2 is yet to be scheduled.

Community Development -- General

CD-01002

Priority: Quality of Life

Project Lead: C. Lamm

Initial Funding Year: 2013/14	Planned Start Date: 2013/14	Target Completion Date: June 2017
Project Status: In Construction	Expended as of March 31, 2017: \$116,081	Operating Budget Impact: --

Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Appropriations	Budget	Planned	Planned	Planned	Planned	

Project

Estimates

Commercial Wayfinding Sign Program	165,000	--	--	--	--	-- 165,000
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Funding

Sources

CIP	165,000	--	--	--	--	-- 165,000
Total	165,000	--	--	--	--	-- 165,000



Downtown Parking



In September 2013, the City Council adopted the Downtown Parking Management Plan. One of the strategies identified to increase parking supply is the construction of a parking structure. In June 2014, the Los Altos Chamber of Commerce released a subcommittee report (revised in October 2014) that considered numerous aspects of a downtown parking structure as a long-term solution, including a shared City/Downtown property owners financing model. In March 2015, an ad hoc City-wide Parking Committee was founded to evaluate policies and methods to effectively provide adequate parking downtown. Recommendations of this ad hoc committee have been reviewed and are being given further consideration.

Based upon the results of the Downtown visioning process (CIP Project CD-01013) and other Downtown-related Council decisions, this project would be initiated to identify, evaluate and implement short-term parking management methods and maintain a readiness to engage a parking structure design group to develop schematic designs for a parking structure if this is an identified course of action. This effort will include public outreach and engagement.

Community Development -- General

CD-01014		Priority: Quality of Life	Project Lead: J. Biggs
Initial Funding Year: 2015/16	Planned Start Date: TBD	Target Completion Date: TBD	
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --	



Public Arts Master Plan

Public art enhances and defines the image of a City. It engages individuals by creating a dialogue within the community. It has the potential to make a city more livable and to provide economic benefits to the City and its businesses.



The Public Arts Commission was created to bring about public awareness of visual arts. While the City has developed a public outdoor sculpture program, opportunities abound to expand into other mediums such as paintings, murals, photography, etc. To date, all public art activities within the City have been completed on a case-by-case basis with no clear correlation between projects. The Public Arts Master Plan will provide a clear vision and direction for the acquisition, installation and maintenance of public art within Los Altos.

Community Development -- General

CD-01016	Priority: Quality of Life	Project Lead: J. Maginot
Initial Funding Year: 2016/17	Planned Start Date: 2016/17	Target Completion Date: October 2017
Project Status: In Study	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
Appropriations	Budget	Planned	Planned	Planned	Planned	Planned	Total

Project

Estimates

Public Arts							
Master Plan	50,000	--	--	--	--	--	50,000

Funding

Sources

CIP	50,000	--	--	--	--	--	50,000
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Total

	50,000	--	--	--	--	--	50,000
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Climate Action Plan Implementation Program



Climate Action Plan Implementation: A. Prepare an updated emissions inventory. B. Update the CAP to incorporate new technology programs and policies that reduce emissions and consider a reduction target for future horizons consistent with State legislation. C. Update and amend the CAP as necessary should the City Find that specific measures are not achieving intended emission reductions.

Community Development -- General

CD-01020

Priority: Quality of Life

Project Lead: J. Biggs

Initial Funding Year: 2017/18	Planned Start Date: Summer 2018	Target Completion Date: Summer 2019
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

Prior Appropriations	2017/18 Budget	2018/19 Planned	2019/20 Planned	2020/21 Planned	2021/22 Planned	Total
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Project Estimates

First Street Streetscape Design Phase II	268,000	--	--	--	--	268,000
--	---------	----	----	----	----	---------

Funding Sources

CIP	268,000	--	--	--	--	268,000
Total	268,000	--	--	--	--	268,000



Silicon Valley Regional Interoperability Authority Project



In 2010, 14 cities and Santa Clara County entered a Joint Powers Agreement (JPA) to form the Silicon Valley Regional Interoperability Authority (SVRIA). Through significant collaboration by participating members and stakeholders, SVRIA has developed a regional interoperable communications network known as Silicon Valley Regional Communications System (SVRCS). SVRCS is a digital 700 MHz radio system designed for all agencies in Santa Clara County and once completed, it is envisioned that both public safety and local government users will migrate to the system. The system build out will require a financial commitment of SVRIA members and other participants by and through an MOU to fund construction, operation and maintenance.

The total cost to complete the build out of the radio system infrastructure for the entire County is estimated at \$29,000,000. The City of Los Altos portion of the system expense is 0.87% of the total users on the system, which equals \$249,943. Los Altos' share of ongoing operations and maintenance costs for the project is estimated to be \$33,000 annually beginning in FY2018/19 and will be accounted for in the operating budget at that time.

Community Development -- Technology

CD-01005

Priority: Quality of Life

Project Lead: J. Maloney

Initial Funding Year:

2014/15

Planned Start Date:

2015/16

Target Completion Date:

2017/18

Project Status:

In Design

Expended as of March 31, 2017:

\$165,002

Operating Budget Impact:

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IT Initiatives



The initial phase of the City’s IT strategic roadmap will focus on updating the City’s core IT infrastructure, which will provide a stable base from which the other initiatives will be built upon. The most critical portion of this phase is the installation of the hyper-converged infrastructure and standardization on one virtualization platform. Other plans in the initial phase will include a rewiring of the City’s four main campuses in preparation for projects in the next three phases.

Once completed, the second phase of the strategic roadmap will focus on business continuity, specifically targeting backup, disaster recovery, and the modernization of the City’s data center.

The third phase of the strategic roadmap will target the business applications utilized by the City, which include applications utilized by finance, building, recreation, and voice communications. This phase will have the greatest impact on the public as the majority of the applications are customer-facing and the modernization of them will provide new online capabilities.

The final phase of the roadmap targets a complete hardware refresh of the technology utilized by the City, focusing on systems that weren’t replaced or updated during the initial phase of the project. The City will look to implement a Virtual Desktop Infrastructure (VDI) that will replace the desktops and laptops with VDI clients, allowing the IT staff to respond more quickly to the changing needs of various departments while reducing maintenance and security threats.

Community Development -- Technology

CD-01008	Priority: Asset Preservation	Project Lead: A. Tseng
Initial Funding Year: 2015/16	Planned Start Date: 2015/16	Target Completion Date: Annual Project
Project Status: In Study	Expended as of March 31, 2017: \$436,029	Operating Budget Impact: --

	Prior Appropriations	2017/18 Budget	2018/19 Planned	2019/20 Planned	2020/21 Planned	2021/22 Planned	Total
--	----------------------	----------------	-----------------	-----------------	-----------------	-----------------	-------

Project Estimates

IT Initiatives	2,541,398	250,000	--	--	--	--	2,791,398
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Funding Sources

CIP	291,398	--	--	--	--	--	291,398
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Technology Fund	2,250,000	250,000	--	--	--	--	2,500,000
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Public Works Electronic Document Management



The Electronic Document Management System project includes the conversion of hardcopy documents into digital format, and the maintenance of the operating software for the storage and retrieval of documents. The goal is to improve information sharing among departments and staff. This project increases efficiency in work flow for the creation, maintenance, preservation, and retrieval of project records and documentation, which improves the overall utilization of resources including funds, space, and staff time.

Community Development -- Technology

CD-01019

Priority: Asset Preservation

Project Lead: V. Chen

Initial Funding Year: 2017/18	Planned Start Date: 2017/18	Target Completion Date: Ongoing
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Appropriations	Budget	Planned	Planned	Planned	Planned		

Project Estimates

Electronic Document Management	35,949	35,000	35,000	--	--	--	105,949
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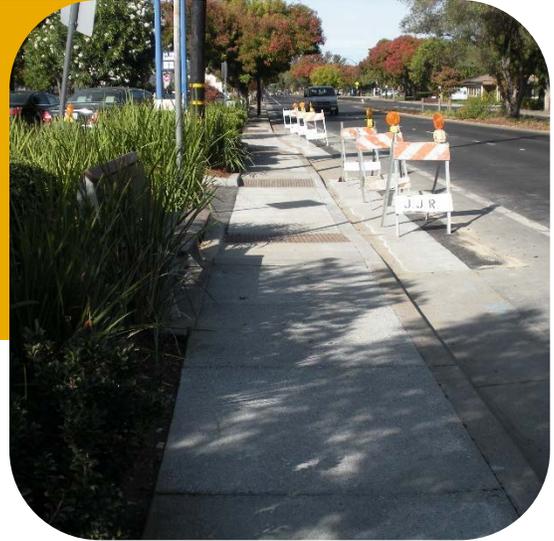
Funding Sources

CIP	35,949	35,000	35,000	--	--	--	105,949
Total	35,949	35,000	35,000	--	--	--	105,949





Annual ADA Improvements (Streets and Roadways)



The project will continue efforts to improve Americans with Disabilities Act (ADA) accessibility within the public right of way (ROW) throughout the City. This would include ramps at various intersections throughout the City, correcting existing sidewalks that have inadequate access, ADA compliant pedestrian push buttons at City street intersections and also improve accessibility by replacing pedestrian paths of travel that are uplifted, cracked, too narrow, or otherwise out of compliance with current ADA requirements.

Improvements will be based on the City’s ADA transition plan and in conjunction with the Bicycle and Pedestrian Advisory Commission’s recommendations.

ADA compliance is a federal requirement.

Transportation -- Streets/Roadways

TS-01008	Priority: Asset Preservation	Project Lead: V. Chen
Initial Funding 2015/16	Planned Start Date: 2015/16	Target Completion Date: Annually
Project Status: Not Started	Expended as of March 31, 2017: \$110,719	Operating Budget Impact: --



City Alley Resurfacing



Existing alleyways within the City are in varying degrees of decay. Many have exceeded their useful life and must be replaced. This project will initiate a phased process of replacement and/or repair based on priority, the cost of the repair, and the amount budgeted. Miscellaneous concrete work may be required for drainage swales and repairs to adjacent curb and gutters. The project will study potential Green Infrastructure treatments that may be incorporated into the design of the alleyways.

The project will reduce the effort required for patching of these alleys.

A funding alternative to expedite improvements would be to establish an assessment district for specific neighborhoods and/or businesses adjacent to and served by the alleys.

Transportation -- Streets/Roadways

TS-01009	Priority: Asset Preservation	Project Lead: V. Chen
Initial Funding Year: 2014/15	Planned Start Date: April 2016	Target Completion Date: In the year adopted
Project Status: In Design	Expended as of March 31, 2017: \$74,321	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project

Estimates

City Alley Resurfacing	295,000	--	100,000	--	100,000	--	495,000
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Funding

Sources

Gas Tax	295,000	--	100,000	--	100,000	--	495,000
---------	---------	----	---------	----	---------	----	---------

Total	295,000	--	100,000	--	100,000	--	495,000
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Fremont Ave Pedestrian Bridge Rehabilitation



This existing pedestrian/bicycle bridge was constructed in the mid-1970s and provides access to residents and commuters crossing Permanente Creek at Fremont Avenue. As result of the community outreach efforts in 2009 for the vehicular bridge replacement, concern over this structure was voiced. At that time, the City committed to evaluating this bridge as a follow up to the adjacent bridge replacement project.

The feasibility study conducted in 2016 concluded rehabilitation to be the most cost effective and recommended alternative. Rehabilitation would include; replacement of timber decking, replacement of structural blocking and cross bracing, replacement of endspans middle glulam stringer, replacement of timber railing, installation of a drainage system, and backfilling of the first span to repair scour damage and loss of backfill material. Existing bridge abutments will remain.

Transportation -- Streets/Roadways

TS-01055	Priority: Asset Preservation	Project Lead: V. Chen
Initial Funding Year: 2017/18	Planned Start Date: 2017/18	Target Completion Date: October 2018
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

**Project
Estimates**

Fremont Avenue Pedestrian Bridge Rehabilitation	--	250,000	--	--	--	--	250,000
---	----	---------	----	----	----	----	---------

**Funding
Sources**

CIP	--	250,000	--	--	--	--	250,000
Total	--	250,000	--	--	--	--	250,000



Traffic Sign Replacement



Agencies must conduct a signage assessment and maintain minimum levels of sign visibility. Signs degrade with time and the rules set within the Manual on Uniform Traffic Control Devices (MUTCD) set measurable retroreflectivity standards for signs to improve nighttime visibility to motorists. The compliance date for meeting the minimum retroreflectivity requirements for regulatory, warning, and ground-mounted guide signs is January 2015. Overhead guide signs and street name signs must be in compliance by January 2018.

There are approximately 8,000 traffic signs throughout the City including street name signs. Implementing the new requirements begins with conducting a sign inventory, a milestone that has been accomplished and stored digitally on the City's Geographic Information System (GIS). Non-compliant regulatory signs, such as STOP and Speed Limit signs (approximately 2,000) will be replaced first. These signs cost approximately \$100 to \$200 each excluding installation labor. This project presents a phased approach to compliance with the MUTCD sign requirements.

Transportation -- Pedestrian/Bicycle Safety

TS-01006

Priority: Health & Safety

Project Lead: K. Small

Initial Funding Year:

Prior to 2013/14

Planned Start Date:

Annual

Target Completion Date:

In the year adopted

Project Status:

Annual Project

Expended as of March 31, 2017:

\$11,786

Operating Budget Impact:

--

Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Appropriations	Budget	Planned	Planned	Planned	Planned	

Project Estimates

Traffic Sign Replacement	125,000	25,000	--	--	--	150,000
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Funding Sources

CIP	125,000	25,000	--	--	--	150,000
-----	---------	--------	----	----	----	---------

Total	125,000	25,000	--	--	--	150,000
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Transportation Enhancements



This project will fund various traffic engineering studies, provide the local match for grant-funded projects, and provide minor traffic calming improvements or school commute improvements on various streets being evaluated for improved traffic, bicycle, and pedestrian transit enhancement.

Work on this project may include deployment of traffic volume and speed counters, level of service analysis, recording pedestrian or bicycle counts, evaluating turning movements, preparing trip origin and destination studies, developing signal timing modifications, and preparation of supporting material for grant applications. This project also could provide funding for minor traffic calming studies and improvements as directed by Council.

This project funded the preliminary engineering of safety improvements on Carmel Terrace; public outreach is ongoing. The public outreach may result in a pedestrian/bicycle improvement project at this location which will require a separate funding request at a later time.

Transportation -- Pedestrian/Bicycle Safety

TS-01013

Priority: Health & Safety

Project Lead: Trans. Svcs. Mgr.

Initial Funding Year: 2014/15	Planned Start Date: TBD	Target Completion Date: TBD
Project Status: As Needed	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior Appropriations	2017/18 Budget	2018/19 Planned	2019/20 Planned	2020/21 Planned	2021/22 Planned	Total
--	----------------------	----------------	-----------------	-----------------	-----------------	-----------------	-------

Project Estimates

Transportation Enhancements	25,000	25,000	--	25,000	--	--	75,000
-----------------------------	--------	--------	----	--------	----	----	--------

Funding Sources

CIP	25,000	25,000	--	25,000	--	--	75,000
Total	25,000	25,000	--	25,000	--	--	75,000



El Monte/ Springer Intersection Improvements



El Monte Avenue runs diagonally through Los Altos creating skewed intersection geometries at north-south oriented streets. At Springer Road and Jay Road, channelization islands help to define the intersection, however, free right turn slip lanes and discontinuous sidewalks create challenges for pedestrian crossings. The intersection is located within a school zone with Almond Elementary School approximately a third of a mile to the southwest and Los Altos High three quarters of a mile to the west. The project will include public outreach, investigation and design of the intersection of El Monte Avenue and Springer Road to improve pedestrian and bike safety.

Transportation -- Pedestrian/Bicycle Safety

TS-01030	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: 2017/18	Planned Start Date: 2015/16	Target Completion Date: December 2019
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Project	Appropriations	Budget	Planned	Planned	Planned	Planned	
Estimates							
El Monte/Springer Intersection Improvement	100,000	211,000	--	--	--	--	311,000
Funding Sources							
Traffic Impact Fees	100,000	211,000	--	--	--	--	311,000
Total	100,000	211,000	--	--	--	--	311,000



Miramonte Ave Path



The Los Altos Bicycle Transportation Plan places a high priority project to upgrade the existing bicycle route on Miramonte Avenue to a bicycle path between Mountain View at the north end to Foothill Expressway at the south end. This project also includes drainage improvements along the street since it will have to be widened. Curb and gutter work is not included. The bicycle path project would have a regional impact on improving pedestrian and bicycle access by connecting the existing bicycle lane along Miramonte Avenue in Mountain View to Foothill Expressway.

The pathway connects the residential neighborhoods in Los Altos and unincorporated Santa Clara County with commercial centers in Mountain View. It may reduce traffic on Foothill Expressway and Miramonte Avenue by encouraging bicycling, reducing congestion in this corridor, and increasing capacity for pedestrians and bicyclists. The project is currently carried as a Tier II by VTA.

This project received a Vehicle Emission Reductions Based at Schools (VERBS) grant in the amount of \$1,000,000 for FY18/19. Therefore, the project will be phased to take advantage of this grant. Improvements on Miramonte from Covington to Berry will be constructed in FY18/19. The remainder will follow.

Transportation -- Pedestrian/Bicycle Safety

TS-01033	Priority: Health & Safety	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: 2014/15	Planned Start Date: FY 15/16	Target Completion Date: FY 17/18
Project Status: Not Started	Expended as of March 31, 2017: \$72,897	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

**Project
Estimates**

Miramonte Avenue Path	331,200	--	--	3,700,000	--	--	4,031,200
--------------------------	---------	----	----	-----------	----	----	-----------

**Funding
Sources**

CIP	331,200	--	250,000	--	--	--	581,200
VERBS Grant Funds Active	--	--	1,000,000	--	--	--	1,000,000
Transportation Grant Funding	--	--	--	2,500,000	--	--	2,500,000
Total	331,200	--	1,250,000	2,500,000	--	--	4,081,200



Miramonte Ave & Berry Ave Intersection Improvements



The proposed improvements for this location will consist of a pedestrian-activated rectangular rapid flashing beacon system and an intersection bulb-out at the southwest corner to improve pedestrian crossing safety.

Transportation -- Pedestrian & Bicycle Safety

TS-01036

Priority: Health & Safety

Project Lead: D. Varela

Initial Funding Year:
2018/19

Planned Start Date:
July 2016

Target Completion Date:
December 2018

Project Status:
In Design

Expended as of March 31, 2017:
--

Operating Budget Impact:
--

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project Estimates

Miramonte/Berry Crosswalk Improvements	120,000	130,000	--	--	--	--	250,000
--	---------	---------	----	----	----	----	---------

Funding Sources

CIP	120,000	130,000	--	--	--	--	250,000
Total	120,000	130,000	--	--	--	--	250,000



San Antonio Rd & West Portola Avenue Improvements



In FY16/17 this project will study and begin design for sidewalk widening, increased pedestrian refuge at the northwest corner of San Antonio/W. Portola, traffic signal improvements to accommodate a lead-pedestrian signal timing interval and flashing “no right turn” signs. In FY18/19, construction will begin on design improvements in this area.

Transportation -- Pedestrian & Bicycle Safety

TS-01037	Priority: Health & Safety	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: 2018/19	Planned Start Date: July 2017	Target Completion Date: December 2019
Project Status: In Design	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
	Appropriations	Budget	Planned	Planned	Planned	Planned	Total

Project Estimates

San Antonio Road & West Portola Avenue Improvements	167,125	--	670,000	--	--	--	837,125
---	---------	----	---------	----	----	----	---------

Funding Sources

Traffic Impact Fees	167,152	--	670,000	--	--	--	837,125
Total	167,152	--	670,000	--	--	--	837,125



Arboretum Dr Speed Feedback Sign



This project will install new traffic speed feedback signs on Arboretum Drive. Appropriate speeds can be encouraged by speed feedback signs, which notify passing motorists of their speed. This area is also a highly-traveled path to school for both Montclaire Elementary school and Cupertino Union School District.

Transportation -- Pedestrian & Bicycle Safety

TS-01039	Priority: Health & Safety	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: 2017/18	Planned Start Date: July 2017	Target Completion Date: June 2018
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project Estimates

Arboretum Drive Speed Feedback Sign	--	30,000	--	--	--	--	30,000
-------------------------------------	----	--------	----	----	----	----	--------

Funding Sources

CIP	--	30,000	--	--	--	--	30,000
Total	--	30,000	--	--	--	--	30,000



Fremont Ave & Truman Ave Intersection



This project will install new rectangular rapid flashing beacon systems at the intersection of Fremont Avenue and Truman Avenue. This location expects high volume of pedestrian and bicycle traffic accessing nearby schools.

Fremont Avenue experiences a high volume of vehicular traffic which makes crossing the street difficult

Transportation -- Pedestrian & Bicycle Safety

TS-01040

Priority: Health & Safety

Project Lead: D. Varela

Initial Funding Year:
2017/18

Planned Start Date:
July 2017

Target Completion Date:
December 2018

Project Status:
Not Started

Expended as of March 31, 2017:
--

Operating Budget Impact:
--

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project

Estimates

Fremont/Truman							
Crosswalk	--	40,000	--	--	--	--	40,000
Enhancement							

Funding

Sources

Traffic Impact							
Fees	--	40,000	--	--	--	--	40,000
Total	--	40,000	--	--	--	--	40,000



Los Altos Ave & Santa Rita School Crossing Improvements



This project will install new rectangular rapid flashing beacon systems at the intersection of Los Altos Avenue/ Santa Rita Elementary school crossing. This location expects high volume of pedestrian and bicycle traffic accessing nearby schools.

Transportation -- Pedestrian & Bicycle Safety

TS-01041

Priority: Health & Safety

Project Lead: D. Varela

Initial Funding Year:

2017/18

Planned Start Date:

July 2017

Target Completion Date:

December 2018

Project Status:

Not Started

Expended as of March 31, 2017:

--

Operating Budget Impact:

--

	Prior Appropriations	2017/18 Budget	2018/19 Planned	2019/20 Planned	2020/21 Planned	2021/22 Planned	Total
--	----------------------	----------------	-----------------	-----------------	-----------------	-----------------	-------

Project

Estimates

Los Altos/Santa Rita Crosswalk Enhancement

--	40,000	--	--	--	--	--	40,000
----	--------	----	----	----	----	----	--------

Funding

Sources

Traffic Impact Fees

--	40,000	--	--	--	--	--	40,000
----	--------	----	----	----	----	----	--------

Total

--	40,000	--	--	--	--	--	40,000
----	--------	----	----	----	----	----	--------



Los Altos Ave & W. Portola Ave Crosswalk Improvements



At the intersection of Los Altos and West Portola Avenue, improvements will consist of directional ADA ramps, flashing stop signs and high visibility crosswalk markings. This location experiences high traffic of school-aged children and parents accessing Santa Rita, Egan and Bullis Charter Schools.

Transportation -- Pedestrian & Bicycle Safety

TS-01042

Priority: Asset Preservation

Project Lead: K. Small

Initial Funding Year:

Planned Start Date:

Target Completion Date:

2017/18

July 2017

December 2018

Project Status:

Expended as of March 31, 2017:

Operating Budget Impact:

Not Started

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	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
Appropriations	Budget	Planned	Planned	Planned	Planned	Total	

Project

Estimates

Los Altos/W. Portola Pedestrian Improvements	--	77,000	--	--	--	--	77,000
--	----	--------	----	----	----	----	--------

Funding

Sources

CIP	--	77,000	--	--	--	--	77,000
-----	----	--------	----	----	----	----	--------

Total

--	77,000	--	--	--	--	77,000
----	--------	----	----	----	----	--------



Santa Rita Ave Bike Boulevard



Many school-aged children and their parents bike to access Santa Rita Elementary School from the rear entrance near the intersection of Santa Rita Road and Van Buren. Many kids are also driven to this location and dropped off. This project will improve bike safety by installing sharrows, striping and signage to better position cyclists and vehicles to share the road safely.

Transportation -- Pedestrian & Bicycle Safety

TS-01043	Priority: Asset Preservation	Project Lead: D. Varela
Initial Funding Year: 2017/18	Planned Start Date: July 2017	Target Completion Date: December 2018
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

Prior Appropriations	2017/18 Budget	2018/19 Planned	2019/20 Planned	2020/21 Planned	2021/22 Planned	Total
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Project Estimates

Santa Rita Road Bicycle Safety	--	65,000	--	--	--	--	65,000
--------------------------------	----	--------	----	----	----	----	--------

Funding Sources

CIP	--	65,000	--	--	--	--	65,000
Total	--	65,000	--	--	--	--	65,000



El Monte Walkway Improvement



This project includes sidewalk repair and walkway expansion or development on El Monte Avenue between Foothill Expressway and Cuesta Drive. Sidewalks/walkways are inconsistent in this area, making walking to school potentially hazardous.

Transportation -- Pedestrian & Bicycle Safety

TS-01044

Priority: Health & Safety

Project Lead: K. Small

Initial Funding Year:
2017/18

Planned Start Date:
July 2017

Target Completion Date:
December 2018

Project Status:
Not Started

Expended as of March 31, 2017:
--

Operating Budget Impact:
--

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
Appropriations	Budget	Planned	Planned	Planned	Planned	Planned	Total

Project

Estimates

El Monte Walkway Improvement Project	--	200,500	--	--	--	--	200,500
--------------------------------------	----	---------	----	----	----	----	---------

Funding

Sources

CIP	--	200,500	--	--	--	--	200,500
-----	----	---------	----	----	----	----	---------

Total	--	200,500	--	--	--	--	200,500
--------------	----	----------------	----	----	----	----	----------------



Covington Rd At Riverside Ave Pedestrian Improvements



A pedestrian refuge will be constructed for the intersection of Covington Road and Riverside Drive (bulb-out or median). This location experiences high traffic school-aged children and parents accessing the various elementary and middle schools in the area.

Transportation -- Pedestrian & Bicycle Safety

TS-01045

Priority: Health & Safety

Project Lead: K. Small

Initial Funding Year: 2017/18	Planned Start Date: July 2017	Target Completion Date: December 2018
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project

Estimates

Covington/Riverside Pedestrian Improvement	--	45,000	--	--	--	--	45,000
--	----	--------	----	----	----	----	--------

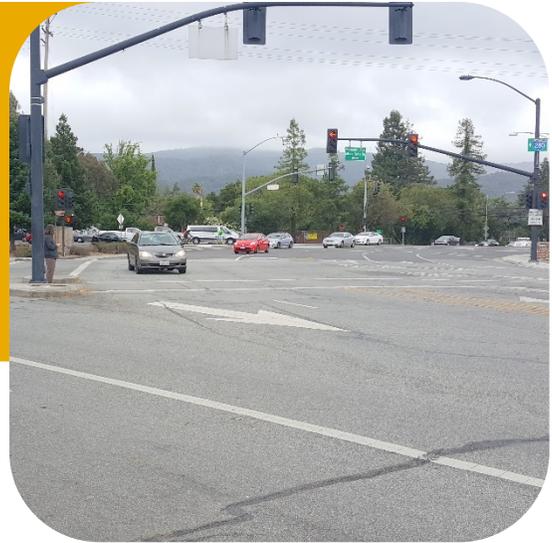
Funding

Sources

CIP	--	45,000	--	--	--	--	45,000
Total	--	45,000	--	--	--	--	45,000



Springer Rd & Fremont Ave Pedestrian Improvements



This project includes minor reconfiguration of the intersection of Springer Road and Fremont Avenue to provide improved connection to the Berry Avenue Path. This intersection experiences high traffic from school-aged children. Additionally, this is a congested intersection because of its proximity to Foothill Expressway.

Transportation -- Health & Safety

TS-01046	Priority: Health & Safety	Project Lead: K. Small
Initial Funding Year: 2017/18	Planned Start Date: July 2017	Target Completion Date: December 2018
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Appropriations		Budget	Planned	Planned	Planned	Planned	

Project Estimates

Springer/Fremont Pedestrian Improvements	--	112,500	--	--	--	--	112,500
--	----	---------	----	----	----	----	---------

Funding Sources

CIP	--	112,500	--	--	--	--	112,500
Total	--	112,500	--	--	--	--	112,500



Grant Rd & Morton Ave Pedestrian Improvements



ADA ramps will be built at the NE and SE corners of the intersection of Grant Road and Morton Avenue to provide pedestrian refuge before crossing Morton Avenue. This location experiences high traffic from school-aged children accessing the local elementary school.

Transportation -- Health & Safety

TS-01047		Priority: Health & Safety	Project Lead: K. Small
Initial Funding Year: 2017/18	Planned Start Date: July 2017	Target Completion Date: December 2018	
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --	

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
	Appropriations	Budget	Planned	Planned	Planned	Planned	Total

Project Estimates

Grant/Morton Pedestrian Improvements	--	80,000	--	--	--	--	80,000
--	----	--------	----	----	----	----	--------

Funding Sources

CIP	--	80,000	--	--	--	--	80,000
Total	--	80,000	--	--	--	--	80,000



Bicycle Count Stations



The Internet of Things image sensor technology will help Los Altos track near-miss auto/bike and auto/pedestrian incidents that go unreported. Additionally, bike count stations will aid the city in evaluating pedestrian/bike improvements and use, which helps enforcement and education strategies.

Transportation -- Health & Safety

TS-01048

Priority: Health & Safety

Project Lead: D. Varela

Initial Funding Year: 2018/19	Planned Start Date: July 2018	Target Completion Date: July 2019
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project Estimates

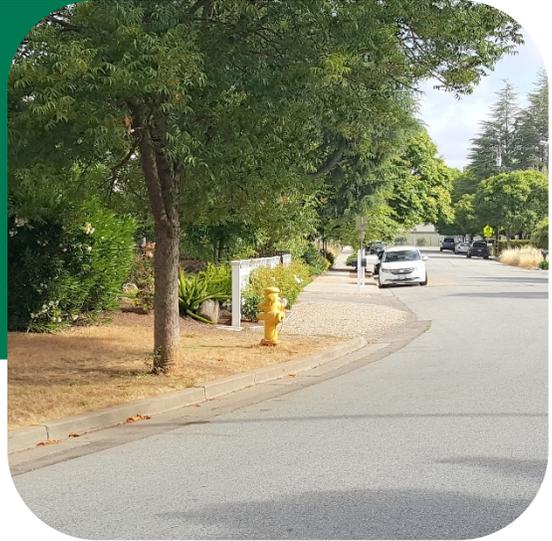
Bicycle Count Stations	--	--	143,000	--	--	--	143,000
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Funding Sources

CIP	--	--	143,000	--	--	--	143,000
Total	--	--	143,000	--	--	--	143,000



Carmel Terrace Sidewalk Gap Closure



This project will address an approximate 550' long sidewalk gap on the western portion of Carmel Terrace. The completion of this work will provide continuous sidewalk infrastructure (route to school) from the raised crosswalk facility at Portland/Carmel Terrace and the rear access to Blach Intermediate School.

Transportation -- Pedestrian/Bicycle Safety

TS-01050

Priority: Asset Preservation

Project Lead: Trans. Svcs. Mgr.

Initial Funding Year: 2018/19	Planned Start Date: 2018/19	Target Completion Date: December 2019
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

Prior Appropriations	2017/18 Budget	2018/19 Planned	2019/20 Planned	2020/21 Planned	2021/22 Planned	Total
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Project Estimates

Carmel Terrace Sidewalk Gap Closure	--	--	350,000	--	--	--	350,000
-------------------------------------	----	----	---------	----	----	----	---------

Funding Sources

CIP	--	--	350,000	--	--	--	350,000
Total	--	--	350,000	--	--	--	350,000



University Ave & Milverton Rd Sidewalk Gap Closure Project



This project proposes to close a sidewalk gap on University Avenue approximately 160-feet north of University Avenue and Milverton Road.

Transportation -- Pedestrian/Bicycle Safety

TS-01051	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: 2018/19	Planned Start Date: 2018/19	Target Completion Date: December 2019
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project Estimates

University Ave/Milverton Rd Sidewalk Gap Closure	--	--	55,000	--	--	--	55,000
--	----	----	--------	----	----	----	--------

Funding Sources

CIP	--	--	55,000	--	--	--	55,000
Total	--	--	55,000	--	--	--	55,000



Annual Bicycle/ Pedestrian Access Improvements



This annual project allows for the design and construction and application of matching grant funds for bicycle and pedestrian improvements throughout the City in accordance with the Pedestrian Master Plan and Bicycle Transportation Plan.

Transportation -- Pedestrian & Bicycle Safety

TS-01052	Priority: Health and Safety	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: 2019/20	Planned Start Date: 2019/20	Target Completion Date: Ongoing
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project

Estimates

Annual Bicycle and Pedestrian Improvements	--	--	--	500,000	500,000	500,000	1,500,000
--	----	----	----	---------	---------	---------	-----------

Funding

Sources

CIP	--	--	--	350,000	350,000	350,000	1,050,000
TDA Article II Grant	--	--	--	50,000	50,000	50,000	150,000
Traffic Impact Fees	--	--	--	100,000	100,000	100,000	100,000

Total

	--	--	--	500,000	500,000	500,000	1,500,000
--	----	----	----	---------	---------	---------	-----------



Traffic Sign Battery Backup Systems



A battery backup system provides temporary electrical power to a signalized intersection in the event of fluctuations in power supply or power outages. The batteries are self-sustaining and will be included in the City's preventative signal maintenance program. The intersections which will receive battery backup systems include:

- San Antonio/Portola
- San Antonio/Almond
- San Antonio/Cuesta
- San Antonio/Edith/Main
- Cuesta/El Monte
- University/Cuesta
- Miramonte/A/Fremont
- Grant/Covington
- Grant/Oak
- Grant/Fremont
- Homestead/Foothill

Transportation -- Pedestrian/Bicycle Safety

TS-01053	Priority: Asset Preservation	Project Lead: Trans. Svcs. Manager
Initial Funding Year: 2017/18	Planned Start Date: July 2017	Target Completion Date: December 2018
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
Appropriations	Budget	Planned	Planned	Planned	Planned	Total	

Project Estimates

Traffic Signal Battery Backup System	--	250,000	--	--	--	--	250,000
---	----	---------	----	----	----	----	---------

Funding Sources

CIP	--	250,000	--	--	--	--	250,000
Total	--	250,000	--	--	--	--	250,000



Crosswalk Improvements At St. Joseph & Deodara Dr



Two new curb ramps are proposed on the southwest and southeast corners of St. Joseph Avenue and Deodara Drive as a result of collaboration between the Montclair School Community and the City. A new continental style crosswalk is also proposed at this intersection connecting the new curb ramps. These improvements support non-motorized travel to and from Montclair Elementary School.

Transportation -- Pedestrian/Bicycle Safety

TS-01054	Priority: Asset Preservation	Project Lead: Trans. Svcs. Manager
Initial Funding Year: 2017/18	Planned Start Date: July 2017	Target Completion Date: December 2018
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
Project Estimates							
Crosswalk Improvements at St. Joseph at Deodara	--	150,000	--	--	--	--	150,000
Funding Sources							
CIP	--	150,000	--	--	--	--	150,000
Total	--	150,000	--	--	--	--	150,000



Sewer System Repair Program



The 2013 Sanitary Sewer Master Plan Update recommended replacement of segments of pipes located at various locations throughout the City that are included in the 30-day focused cleaning schedule that have severe sags. Such sags can cause accumulation of debris and grease which necessitates frequent cleaning.

Wastewater Systems -- Sewer

WW-01001	Priority: Asset Preservation	Project Lead: A. Fairman
Initial Funding Year: Annual	Planned Start Date: Annual Project	Target Completion Date: Annual Project
Project Status: Annual Project	Expended as of March 31, 2017: \$817,989	Operating Budget Impact: Lessen emergency repairs

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
	Appropriations	Budget	Planned	Planned	Planned	Planned	Total

Project Estimates

Sewer System Repair Program	1,925,717	600,000	610,000	620,000	630,000	6,400,000	5,025,717
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Funding Sources

Sewer Fund	1,925,717	600,000	610,000	620,000	630,000	640,000	5,025,717
Total	1,925,717	600,000	610,000	620,000	630,000	640,000	5,025,717



Root Foaming

The Sewer Master Plan Update recommends that an annual project be performed to chemically remove invasive tree roots within sewer mains. Chemical root removal products currently on the market provide protection from future root growth for two to three years following application.



Wastewater Systems -- Sewer		
WW-01001	Priority: Asset Preservation	Project Lead: A. Fairman
Initial Funding Year: Annual	Planned Start Date: Annual Project	Target Completion Date: Annual Project
Project Status: Annual Project	Expended as of March 31, 2017: \$435,951	Operating Budget Impact: Lessen emergency repairs

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
	Appropriations	Budget	Planned	Planned	Planned	Planned	Total

Project Estimates

Root Foaming	1,334,339	274,000	281,000	288,000	295,000	305,000	2,777,339
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Funding Sources

Sewer Fund	1,334,339	274,000	281,000	288,000	295,000	305,000	2,777,339
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Total	1,334,339	274,000	281,000	288,000	295,000	305,000	2,777,339
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CIPP Corrosion Replacement



This project consists of several phases of work to repair pipe corrosion using the cured-in-place pipe (CIPP) repair method for the trunk sewer. Phases 2 and 3 are identified in this project. The total length to be rehabilitated is approximately 20,000 lineal feet and pipe sizes range from 24-inch to 42-inch.

The work is in the largest pipe diameter sections in the system that deliver sewage to the Palo Alto Regional Water Quality Control Plant. The trunk sewer rehabilitation is divided into several phases to be more manageable and provide flexibility to rehabilitate the reaches that are most corroded as determined from future, more in-depth inspections of the trunk sewer pipe.

Wastewater Systems -- Sewer

WW-01005	Priority: Asset Preservation	Project Lead: A. Fairman
Initial Funding Year: Annual	Planned Start Date: Annual Project	Target Completion Date: Annual Project
Project Status: Annual Project	Expended as of March 31, 2017: \$273,539	Operating Budget Impact: Lessen emergency repairs

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
--	-------	---------	---------	---------	---------	---------	-------

Project Estimates

CIPP Corrosion Replacement	948,536	320,000	330,000	340,000	350,000	360,000	2,651,536
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Funding Sources

Sewer Fund	948,536	320,000	330,000	340,000	350,000	360,000	2,651,536
Total	948,536	320,000	330,000	340,000	350,000	360,000	2,651,536



Fats, Oils, Grease Program (FOG)

A sound fats, oil and grease (FOG) program is critical to the operation of a sewer system. This project provides funding for inspections and follow-up and to educate customers on best management practices to prevent sewer back-ups resulting from FOG being deposited into drains and ultimately to the sewage collection system.



Wastewater Systems -- Sewer

WW-01006	Priority: Asset Preservation	Project Lead: A. Fairman
Initial Funding Year: 2013/14	Planned Start Date: 2013/14	Target Completion Date: Annual Project
Project Status: Annual Project	Expended as of March 31, 2017: \$85,198	Operating Budget Impact: --

	Prior Appropriations	2017/18 Budget	2018/19 Planned	2019/20 Planned	2020/21 Planned	2021/22 Planned	Total
Project Estimates							
FOG Program	167,509	60,000	62,000	64,000	66,000	68,000	487,509
Funding Sources							
Sewer Fund	167,509	60,000	62,000	64,000	66,000	68,000	487,509
Total	167,509	60,000	62,000	64,000	66,000	68,000	487,509



GIS Updates



Current and updated maps are critical to the operation and maintenance of the collection system. The maps are used when maintenance crews respond to sewer problem calls, and by engineers designing capital projects. This project will update the City's GIS with information from new capital projects, inspection and maintenance data.

Wastewater Systems -- Sewer

WW-01008	Priority: Efficiency/Cost Savings	Project Lead: V. Woo
Initial Funding Year: 2013/14	Planned Start Date: 2013/14	Target Completion Date: Annual Project
Project Status: Annual Project	Expended as of March 31, 2017: \$56,984	Operating Budget Impact: --

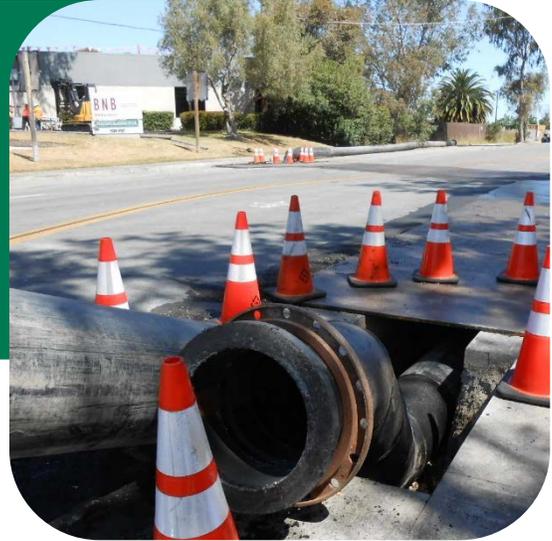
	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	
Appropriations	Budget	Planned	Planned	Planned	Planned	Planned	Total

Project Estimates

GIS Update	215,681	60,000	62,000	64,000	66,000	68,000	535,681
Funding Sources							
Sewer Fund	215,681	60,000	62,000	64,000	66,000	68,000	535,681
Total	215,681	60,000	62,000	64,000	66,000	68,000	535,681



Sewer System Management Plan Update



In accordance with State requirements, this project will update the City of Los Altos Sewer System Management Plan. The updating is typically done biennially by a sewer management consultant. Update of the SSMP will be based on State Water Resources Control Board (SWRCB) general waste discharge requirements.

Wastewater Systems -- Sewer

WW-01009	Priority: Asset Preservation	Project Lead: A. Fairman
Initial Funding Year: Bi-annual	Planned Start Date:	Target Completion Date: Annual Project
Project Status: Ongoing	Expended as of March 31, 2017: \$42,291	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Appropriations	Budget	Planned	Planned	Planned	Planned	Planned	

Project Estimates

Sewer System Management Plan Update	66,279	--	26,000	--	28,000	--	120,279
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Funding Sources

Sewer Fund	66,279	--	26,000	--	28,000	--	120,279
Total	66,279	--	26,000	--	28,000	--	120,279



Sanitary Sewer Video Inspection



As sewer system networks age, the risk of deterioration, blockages, and collapses becomes a major concern. Cleaning and inspecting sewer lines are essential to maintaining a properly functioning system; these activities further a community's reinvestment into its wastewater infrastructure.

Inspection programs are required to determine current sewer conditions and to aid in planning a maintenance strategy. Video inspections are the most frequently used, most cost efficient, and most effective method to inspect the internal condition of a sewer.

The 2013 Sanitary Sewer Master Plan Update recommends full video inspection of the sanitary sewer system every 5 years. Current video inspection data was last collected between 2002 and 2010.

Wastewater Systems -- Sewer

WW-01011	Priority: Asset Preservation	Project Lead: A. Fairman
Initial Funding Year: 2018/19	Planned Start Date: July 2018	Target Completion Date: September 2019
Project Status: Not Started	Expended as of March 31, 2017: --	Operating Budget Impact: --

	Prior	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	

Project

Estimates

Sanitary Sewer Video Inspection	--	--	380,000	400,000	--	--	780,000
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Funding

Sources

Sewer Fund	--	--	380,000	400,000	--	--	780,000
Total	--	--	380,000	400,000	--	--	780,000



EQUIPMENT REPLACEMENT LISTING



2017/2018 Equipment Replacement

Public Safety

Replacement Radios for Police Cars	\$21,000
• Replacement radios for 2 Detective vehicles and Code Enforcement/Crime Prevention Vehicle	
Replacement Radios for Motorcycles	\$40,500
• Replacement radios for 4 Traffic Division motorcycles	
Marked Patrol Vehicles (3)	\$135,000
• Replacement of three marked patrol vehicles due to age and high mileage	

Recreation

Hillview Minivan for Programs and Facilities	\$30,000
• City vehicle to be used for recreation programs and facility access on a daily basis	

Public Works

Flat Saw for Streets	\$40,000
• Replacement of flat saw that has been in service for 17 years	
Replace Forklift	\$33,000
• Replacement of existing aged-out forklift	
Heavy Duty Work Truck for Parks	\$57,000
• Replacement of heavy duty work truck no longer in commission	

Sewers

Camera for Lateral Sewer Pipe	
• Replace six- year old camera routinely used to check condition of pipes	\$14,000
Portable Trash Pumps	
• 2 pumps used to bypass sewage in an emergency blockage or line failure	\$12,000
24-Hour Standby Vehicle	
• Replacement of Standby vehicle with high mileage to respond to all sewer-related calls	\$50,000

2017/18 Equipment Replacement Funding Summary

Equipment Replacement Fund	\$356,500
Sewer Fund	\$76,000
2017/18 Total	\$432,500

2018/2019 Equipment Replacement

Public Safety

Marked Patrol Vehicles (3)

\$145,000

- Replacement of three marked patrol vehicles due to age and high mileage

2018/19 Equipment Replacement Funding Summary

Equipment Replacement Fund	\$145,000
2018/19 Total	\$145,000



APPENDICES

- A. Glossary of Terms -
- B. Budget Resolution -
- C. We are Los Altos -





APPENDIX A:

Glossary of Terms

Accrual Basis of Accounting

The method of accounting under which transactions are recognized when they occur regardless of the timing of related cash flows.

ADA

Americans with Disabilities Act

Administrative Charge

A transfer of monies to the General Fund to reimburse the General Fund for work performed in other funds by an employee whose salary is budgeted in the General Fund.

Appropriation

An authorization made by the City Council that permits City departments to make expenditures of governmental resources. All appropriations that have not been expended or lawfully encumbered return to the original fund. The City Council may increase or decrease appropriations by majority vote. The City Manager may transfer appropriations within a department. All increases or transfers between funds or specific capital projects must be approved by the City Council.

Appropriations Limit

As a governmental entity in the State of California, the City is subject to the Gann Spending Limit Initiative, which limits the amount of annual appropriations of tax proceeds. See City Financial Information to review the calculation.

AQMD

Air Quality Management District

Assessed Valuation

The dollar value assigned to real estate or other property, by Santa Clara County for the purpose of levying property taxes.

Asset

Resources owned or held that have an economic value.

Balanced Budget

A budget in which income (revenue) is equal to or greater than expenditures.

Beginning Fund Balance

The balance of a fund including restricted, assigned, committed and unassigned values carrying over into the following year.

Bond

A written promise to pay a designated amount (called the principal) at a specific date in the future, together with periodic interest at a specified rate. In the Financial Plan, these payments are identified as debt service. Bonds are usually used to obtain long-term financing for capital improvements.

Bond Rating

An opinion of a credit rating agency as to a debt issuer's overall financial capacity to meet its financial commitments as they come due. It is a measure of risk associated with a debt issuer's ability to pay its debt.

Budget - Operating

A fiscal plan detailing current operating programs, including an estimate of adopted expenditures and the means to finance them.

CARB

California Air Resources Board

CalPERS

California Public Employees' Retirement System

CalTrans

California Department of Transportation

Capital Improvement (Capital Project)

Refers to a specific project in the CIP. The City budgets at the project level. Capital projects are major projects (water lines, streets, parks, buildings, etc.) having a long-term nature/life, constructed or acquired for the public good.

Capital Improvement Program (CIP)

A five-year fiscal plan detailing the amount and timing of anticipated capital expenditures. Council adopts the first year of the CIP and approves the entire five-year plan in concept. It is updated annually with the adoption of the budget.

Capital Outlay

These expenditures result in the acquisition of, or addition of, capital assets or infrastructure. They may occur in an operating program (e.g., the purchase of computers) or a capital project (e.g., land acquisition). Conversely, a capital project may have other categories of expense (e.g., labor costs for administrative personnel working on the project or other operating costs for materials and/or supplies that are not capital items).

Capital Projects Funds

established to account for resources used for the acquisition and construction of capital facilities by the City, except those financed by proprietary funds. The individual funds comprising this grouping include the Capital Projects Fund, Real Property Proceeds Fund, and the Community Facilities Renewal Fund and other dedicated special revenue funds. These and other funds (including Special Revenue, Enterprise and General Fund) comprise the funding sources for the CIP.

Cash Basis of Accounting

A basis of accounting under which revenue and expenses are recognized when cash is received and cash is paid.

Community Development Block Grant (CDBG)

A federally funded program, the main objective of which is the development of viable urban communities through the provision of decent housing, a suitable living environment and economic opportunity, principally for low to moderate income persons.

Comprehensive Annual Financial Report (CAFR)

The audited annual financial report of a government, which encompasses all funds.

Consumer Price Index (CPI)

An index that tracks the prices of a specified set of goods and services purchased by consumers, providing a measure of inflation (often considered a cost-of-living index).

Cost Recovery

The extent to which costs are attributed directly to a service or program, as well as a reasonable share of indirect costs related to the service or program, that are recovered through charges for fees, charges or other revenues.

Debt Service

The repayment of principal and/or interest on borrowed funds.

Debt Service Funds

Governmental fund type used to account for the accumulation of resources for, and the payment of, general long- term debt principal and interest.

Department

A major administrative unit of the City, which indicates overall management responsibility for an operation or a group of related operations within a functional area, and the organizational level at which the budget is adopted and controlled.

Depreciation

A non-cash expense representing the systemic and rational allocation of the cost of a capital asset over its useful life.

Division

An organizational unit that indicates management responsibility for an operation or group of related operations within a functional area, subordinate to the department level of the organization.

Encumbrance

Commitment related to unperformed contracts for goods or services.

Enterprise Funds

Funds established to account for the operations and financing of self-supporting activities of a governmental unit that renders services on a user charge basis to the general public, similar to private business enterprises. The following funds operate the Wastewater Fund on an enterprise basis.

Expenditure

The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense

Charges incurred (whether paid immediately or accrued) for operations, maintenance, interest or other charges.

Fiscal Year (FY)

The fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year. It is designated by the calendar year in which it ends.

FTE (Full-Time Equivalent)

The equivalent of a full-time position for one year, based on 1.0 FTE equaling 2,080 hours.

Function

An operational grouping of related departments.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts.

Fund Balance Classifications

Fund balance is defined as the difference between assets and liabilities. Beginning in FY 2010/11, the City is required to reclassify fund balances into the following five categories to comply with the Governmental Accounting Standards Board Statement (GASB) No. 54, Fund Balance and Governmental Fund Types.

- **Nonspendable**

This is a portion of fund balance not available for appropriations by its nature or external restriction. Examples are inventories and donations that require intact principal values.

- Spendable

Restricted: The restricted portion of fund balance is subject to externally enforceable legal restrictions. Examples are Gas Tax revenues and grant proceeds.

- Committed

The committed portion of fund balance is constrained by the limitations imposed through formal City Council action. Only formal City Council action can remove or modify a previously committed amount.

- Assigned

The Assigned portion of fund balance is established for intended use by either the City Council or its designee, such as the City Manager. No formal City Council action is needed to remove the intended use. GAAP required reserves, such as the Other Post-Employment Benefits (OPEB) reserve, belong to this category. The Fiscal Policy and State Revenue Stabilization policy balances belong to this category.

- Unassigned

The Unassigned portion of fund balance is that remaining after the non-spendable, the restricted, the committed, and the assigned fund balances are identified and recorded.

General Fund

This fund is one of five governmental fund types and typically serves as the chief operating fund of a government. The General Fund is used to account for all financial resources except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP)

The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

General Obligation Bonds

Bonds that are issued and secured by either the full faith and credit of the issuing government or by a promise to levy property taxes in an unlimited amount, as necessary to pay debt service, or both. General obligation bonds of local agencies are typically only payable from ad valorem property taxes.

Geographic Information System (GIS)

A computer system capable of integrating, storing, editing, analyzing, sharing, and displaying geographically-referenced information.

GFOA

Government Finance Officers Association

Governmental Funds

Funds generally used to account for tax-supported activities. There are five different types of governmental funds. Los Altos' governmental funds include the General Fund, Other General Purpose funds, Special Revenue funds, Debt Service funds and Capital Projects funds.

Grant

A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending on the grant.

Indirect Cost

A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure

The physical assets of a government (e.g., streets, sewers, public buildings and parks).

Internal Service Funds

Used to account for the financing of centralized services to different funds and City departments on a cost reimbursement basis (including replacement costs). Internal Service funds of the City include Workers' Compensation, Liability and Dental Insurance.

Modified Accrual Basis of Accounting

The basis of accounting, according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable.

Objective

A specific, measurable goal, formally established at the division level of the organization.

Personnel Services

A budget category used to capture the costs associated with employing full-time and part-time employees.

Proprietary Fund

Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: Enterprise funds and Internal Service funds.

Operating Expenditure

Personnel, materials and services, and capital outlay expenses required for a department to function.

Operating Reserves

Unrestricted funds, usually accumulated over several years, that are available for appropriation (also see Unreserved Fund Balance).

Operating Revenues

Funds the government receives as income to pay for ongoing operations, such as taxes, fees from specific services, interest earnings, and grant revenues.

Pay-As-You-Go Basis

A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Revenue

Sources of income financing the operations of government.

RFP

Request for Proposal

Special Revenue Funds

Used to account for the revenue derived from specific taxes or other earmarked revenue sources (other than for major capital projects) that are restricted by law or administrative action for expenditures to be used for specific purposes.

Structural Deficit

A fiscal imbalance created when ongoing expenditures exceed ongoing revenues.

Structural Reductions

Measures that either decrease or eliminate ongoing costs or generate new, ongoing revenues.

Transient Occupancy Tax (TOT)

A tax on hotel, motel and timeshare stays of less than 30 days. The rate is currently 11%.

Triple Flip

This budget measure has officially expired. In March 2004, California voters approved the Governor's budget measure which called for (among other things) the implementation of the "Triple Flip" to generate a dedicated revenue stream for bond repayment. One-quarter of sales tax revenues were re-directed by the State and replaced with an equal amount of property tax revenues. Because the basis for the calculation of this replacement revenue continued to be the amount of taxable sales generated, the City recorded this replacement revenue in the sales tax category.

User Charges

The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Unreserved Fund Balance (also known as unrestricted fund balance)

The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.





APPENDIX B: Budget Resolutions

Pending Council Budget Adoption June 27th, 2017





APPENDIX C: We are Los Altos

